



2013

# WEST DES MOINES POLICE DEPARTMENT

## Annual Officer Enforcement and Activity Reports



Public Document

**"Organizational Agility, Our Evolution to Excellence"**

Drive Change...

Lead Smarter...



Innovate for Growth...

Exceed Expectations...

**"The ability to serve - The will to lead"**

**Shaun LaDue**  
**Chief of Police**  
**May 15, 2014**

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# Executive Summary

On an annual basis, the Chief's Executive Officer reviews and performs an analysis on six (6) key areas of the police department. These reviews are performed in an attempt to ensure that the officers and employees of the police department are performing their duties in a professional and impartial manner. The results of the analysis are also used by the police department's command staff to look for opportunities for agency improvements in the areas of service delivery, training and professional development. Although the review is on six (6) separate types of employee's activities, the information gathered, when viewed as a composite, reflect most of the components of the department's Early Warning System. This system is in place to identify, proactively, when a staff member may need assistance from their supervisor or from various department resources to continue to provide acceptable service levels. These reports provide insight to trends and patterns that are prevalent within the organization. For that reason, all six (6) reports have been compiled into this annual professional standards report to be shared internally and publicly to improve agency transparency and to provide an opportunity for feedback for improvements to the department and its operations.

The six (6) annual reviews, analyses and reports are as follows: Use of Force Review and Analysis; Vehicle Pursuit Analysis; Review of Complaints; Grievance Analysis; Lawsuits and Accolades; and the Early Warning System review.

The **Use of Force Review and Analysis** is a report that involves all use of force incidents that have occurred during the calendar year. The department documents any use of force with or upon a subject that occurs during any type of interaction. Anytime an employee uses force greater than hands on, an administrative report is written and reviewed by the employee's supervisory chain of command. These reports are what comprise the annual review. Placing hands upon a subject while affecting an arrest is not considered a use of force, but struggling, fighting or wrestling with a subject to affect an arrest would be considered a use of force. Use of a Taser, baton or other striking instrument, and the use of a firearm are all considered a use of force.

A review of all vehicle pursuits which occur are compiled in the **Vehicle Pursuit Analysis**. In this analysis we look for patterns and trends that may help us understand why a pursuit occurred, who was involved in the pursuit and how did the pursuit end. Officers evaluate the risk factors of the pursuit based on the department's pursuit matrix which is part of the department's policy for vehicle pursuits. This matrix provides guidelines for when a pursuit may be the appropriate action for the officer to take given the circumstances of the situation. The risk level is determined by evaluating what information the officer knows about the type of crime committed, their ability to identify the vehicle operator, type of roadway, roadway conditions, traffic conditions, weather conditions and what risk is there to the public if the perpetrator is not captured. Pursuits are justified when the risk to allowing the perpetrator to get away is greater than the unintended consequences that

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may occur during the pursuit. Using this rational, pursuing a traffic offender who is known to the officer would not be a justifiable pursuit and it should be terminated to reduce risk to the general public. As another example, given the circumstance that a possible armed robbery suspect is refusing to stop for officers and is driving at a high rate of speed to elude capture, the pursuit is probably justified since his threat to public safety is greater if he is allowed to escape than the risk to the public in the pursuit. We use the information from this report to evaluate if the pursuits were justified, to improve our training and to help our officers prepare for what actions they may take in the future to reduce risk during a vehicle pursuit when they are necessary.

In the review of the **Biased Based Profiling** report, we look for patterns of behavior that suggest staff may be using their discretion or police powers to unfairly target people based on gender or race when issuing citations or while seizing and forfeiting property.

The **Grievance Analysis** helps us to monitor how we resolve differences between management and labor within the department. We would like to resolve all differences at the lowest level but, since this is not always possible, there is a specific process by which differences may be resolved, the grievance process. In this analysis we evaluate how many grievances we have had and at what level they were resolved. Currently, based on the outcome of this report, the labor/management relationship is open enough that we resolved most of our difference without entering into the formal grievance process.

It is in the review of the **Complaints, Lawsuits and Accolades** report that we gather information about how many compliments our staff has received and how many complaints the department/staff has received. We also track and report the lawsuits or legal actions which have been filed against the department or its employees. As a nationally accredited organization, we attempt to use best practices in our policy development and risk management techniques in a proactive manner to minimize the number of lawsuits filed against the staff and department.

We address all complaints filed with the department. We believe it is important to be open and approachable to the people we serve so they can provide feedback about the services we provide and how we provide them. We also find that by addressing all complaints we gain insight about other's perspectives. We view this as an opportunity to evaluate how well we have done at providing public safety services and, if appropriate, we make changes to the process/ policy when we learn it is not serving us or the public in the way intended.

We also note employee's positive actions and account for the number of times people have paid compliments to our employees. Just as in our other reviews, we look for repeated occurrences or trends of compliments as we believe this is a strong indicator of positive employee performance.

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The **Early Warning System Review**, as stated previously, is a proactive tool to help police supervisors identify when an employee may need additional assistance and/or training to successfully complete their duties. The areas monitored (attendance, line investigations, internal investigations, car crashes, pursuits and use of force incidents) are meant to identify problems prior to negative behavior becoming so significant that a valued employee cannot recover from the consequences of those actions. When the review shows that an employee has experienced multiple incidents of the monitored areas within a six (6) month time period, or have exceeded the acceptable threshold of points accrued in twelve (12) months (five (5) points) a supervisor/employee counseling session is scheduled to identify any problem areas and address them.

By reviewing what has occurred over the past few years through the trend analysis within these reports, we can see if we are achieving the goals we set for ourselves or those given, demanded or expected of us by the general public and policy makers. We can evaluate if we are training staff and directing resources in the appropriate areas to increase or decrease desired outcomes. We can also review the problem indicators and intervene before our problems become a crisis which can only be dealt with in a reactive manner. With sound leadership principles and the information provided in these analyses and reviews we can be engaged with our staff about the high risk/low frequency challenges that affect our department. We can develop and execute good policy and strategic plans. We can set achievable performance goals for our staff. And with relentless follow up and through personal responsibility and accountability we can assist our staff in achieving those goals.

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# POLICE DEPARTMENT MEMORANDUM

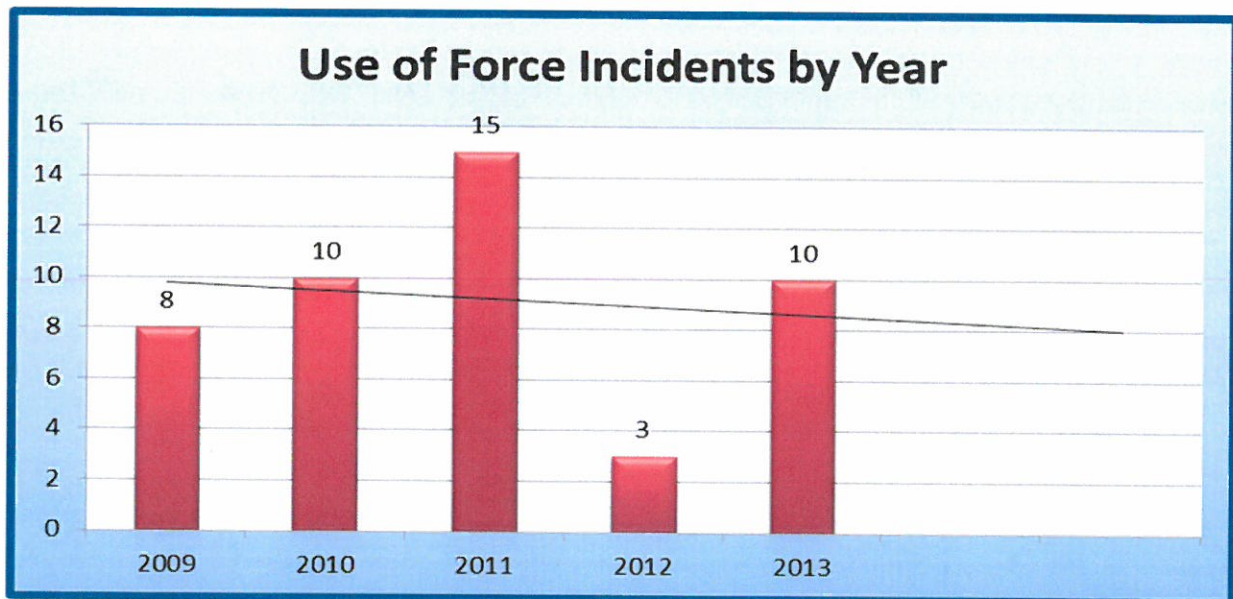


## *"STRIVING FOR EFFICIENCY IN THE NEW NORM"*

**TO:** Shaun LaDue, Chief of Police  
**FROM:** Cam Coppess, Captain  
**DATE:** April 28, 2014  
**SUBJECT:** 2013 Use of Force Analysis – Public

### Summary

During 2013, officers of this department utilized force beyond "open hands-on control" ten (10) times. The graph below provides the five (5) year trend of our use of force incidents.

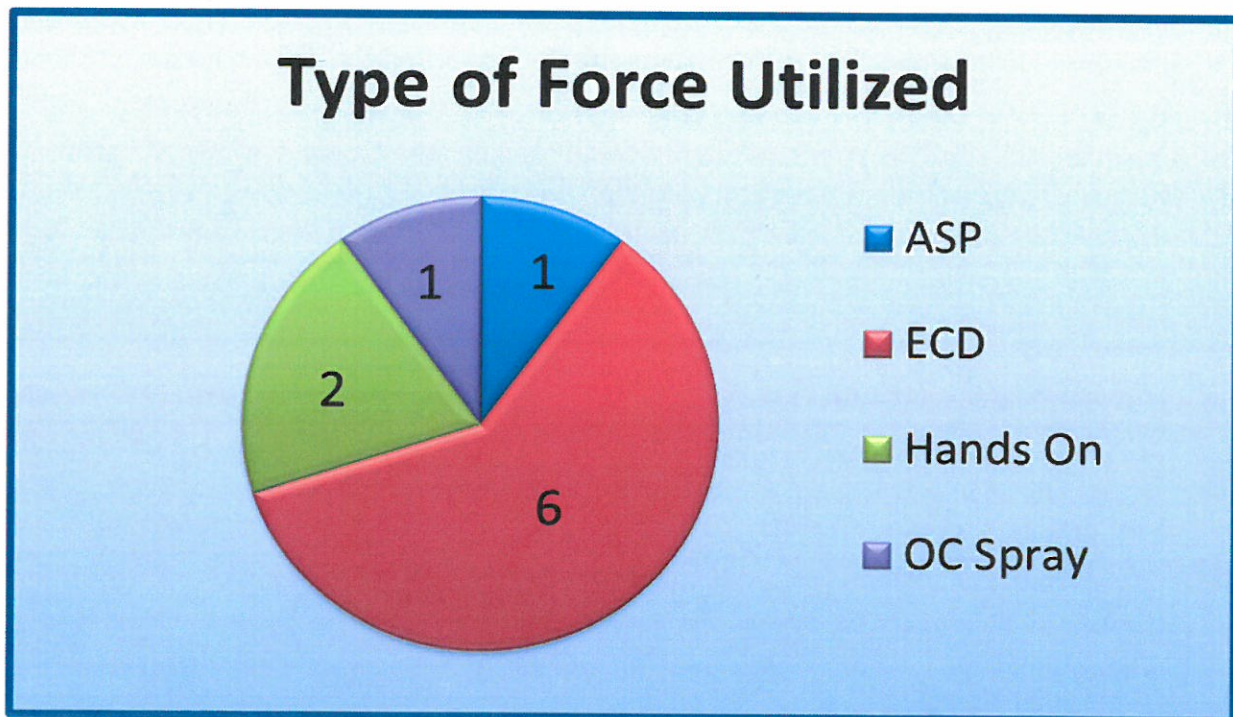


- In 2011, we had an increase in use of force incidents to fifteen (15) and then in 2012 we had a significant reduction to three (3). During 2013, we experienced ten (10) incidents which are closer to our five (5) year average. In reviewing past years incidents, we had an increase in the use of electronic control devices in 2011 as compared to 2010 with a significant drop off in 2012. While reviewing other behavior such as pursuits, it is noted that 2011 had a higher number of incidents with a decrease in 2012. During 2012, the department was involved in a hiring process for a new Police Chief. Since the hiring of a new chief the lack of direction present during the time of an interim leader has been resolved. With specific expectations and direction the officers activity has increased and reporting may have improved so that the 2013 incidents are closer to our five (5) year average



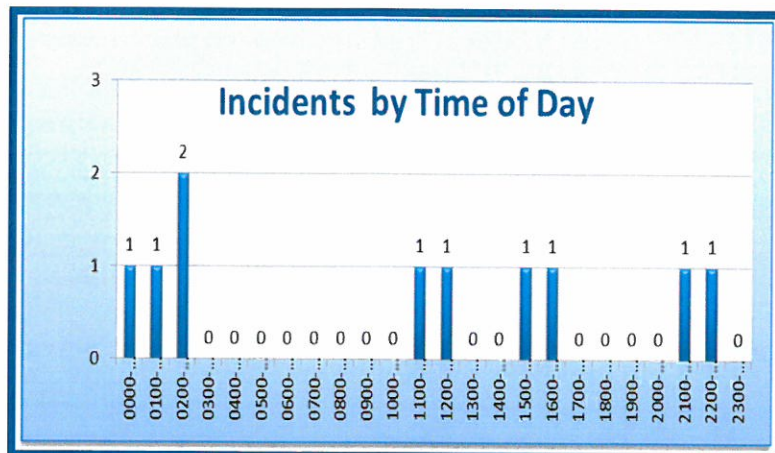
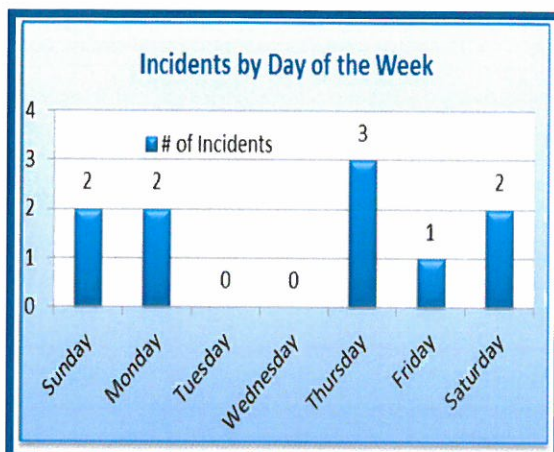
- No incidents of deadly force
- Eight (8) incidents occurred during a response to a call for service
- Two (2) incidents occurred through officer self-initiated activity
- Two (2) offenders were armed with knives at the time of the incident
- The trend over the five (5) year period is slightly down from ten (10) incidents a year to an average of nine (9) a year
- All use of force incidents were within department policy and procedures

	2011	2012	2013
<b>Firearm</b>	0	0	0
<b>ECW</b>	9	2	6
<b>Baton</b>	0	1	1
<b>OC</b>	1	0	1
<b>Weaponless</b>	6	0	2
<b>Total Uses of Force</b>	15	3	10
<b>Total Use of Force Arrests*</b>	16	3	10
<b>Complaints</b>	0	0	1
<b>Total Agency Custodial Arrests</b>	1,226	1,164	1,013

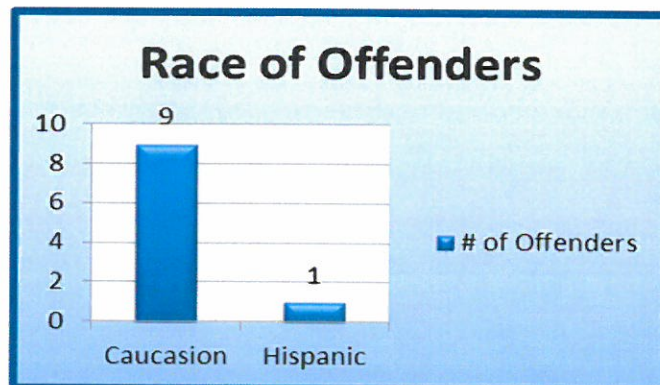
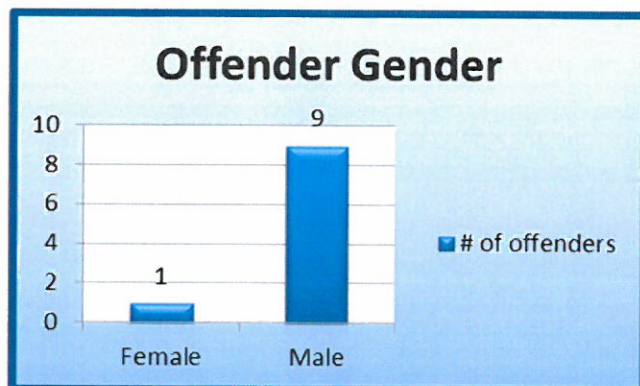


- Electronic Control Device or Taser was the most frequent type of force
- Transitioned from the Taser model X-26 to Taser model X-2 in 2013
- Each officer who carries a Taser participated in six (6) hours of Taser training during 2013 for recertification and to transition to the new model Taser. New officers went through a full certification course of six (6) hours of training.

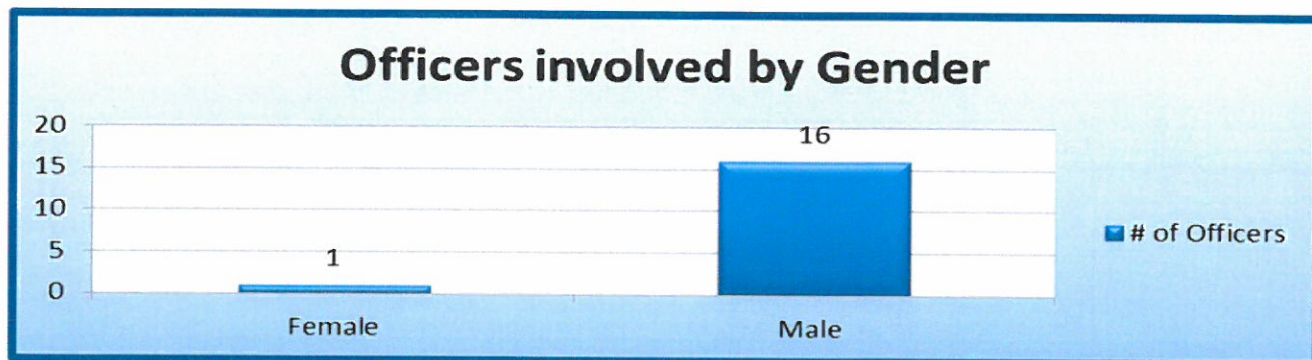




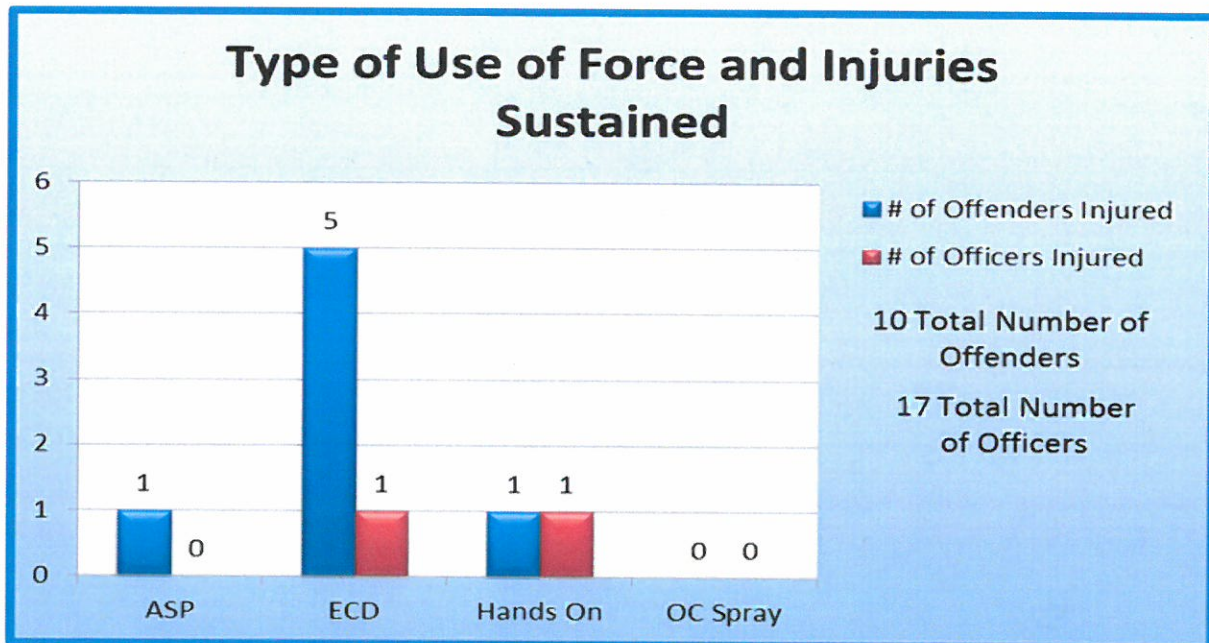
- Highest frequency of incidents occurred on Thursday
- No specific shift had a higher occurrence to make it noteworthy



- All offenders involved were eighteen (18) years of age or older
- 1013 total arrest during 2013, use of force used in 1% of arrest incidents
- 706 of the detainees were Caucasian
- 44 were Hispanic

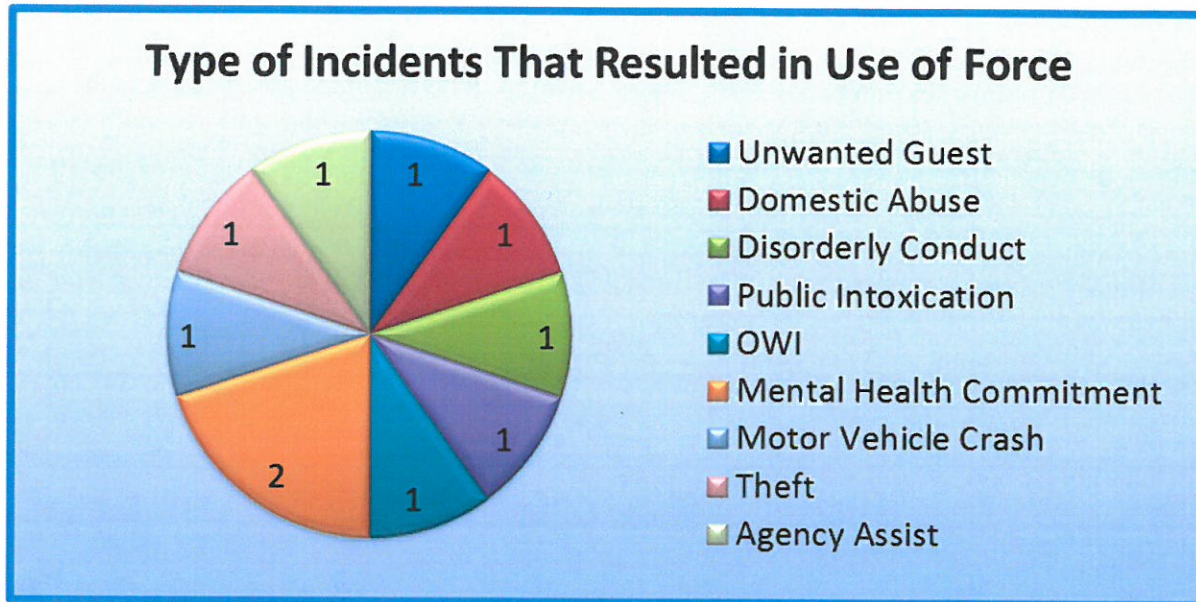


- Sixteen (16) of the officers involved or present were Caucasian
- One (1) officer was Hispanic
- Two (2) officers were involved or present in two (2) incidents
- One (1) officer was a female Community Service Officer



- Five (5) of the injuries sustained were because of Taser probes. Minor injury such as scratch skin where probe contacted skin
- Offenders were offered medical assistance in all incidents involving injury
- One (1) female subject injured herself and received treatment
- Officer's injuries were minor in nature and one (1) was treated and one (1) refused treatment
- Injuries to officers occurred during one (1) hands on incident and one (1) prior to a Taser deployment





- All offenders failed to comply with commands of uniformed officer prior to use of force being applied
- Six (6) of the ten (10) incidents involved alcohol use or abuse
- Eight (8) incidents were the result of a Call for Service and two (2) occurred from officer Self-Initiated Activity
- One (1) incident occurred while an officer was working a contracted off duty job at a dance hall

## Analysis

Calls for service are trending downward; 2011- **51,311**, 2012- **50,430**, 2013 - **48,987**

The number of reports have decreased: 2011- **6533**, 2012- **6356**, 2013 - **6230**

The total number of arrest has decreased, 2011-**1226**, 2012-**1164**, 2013-**1013**, (represents adult and juvenile arrest)

- Alcohol is a factor in majority of incidents
- We use Tasers more than other force solutions
- Quality training
- Customer service based attitude
- Review is a part of the culture
- We have an increase in 2011 and a significant decrease in 2012 and return to average in 2013
- Over the five year trend 2012 is the anomaly

## **Recommendations**

- Create a notification process early on in the review of each use of force for review by the Training Unit
- Create a review process of the incident report as it relates to training, if appropriate the training unit may offer training improvements about the individual officer or incident based on the technical expertise of the instructors reviewing the incident
- Create a remediation process for those incidents when the administrative command review requires remedial training for the officer(s) involved in the specific incident. There should be documentation of the remedial training with a completion date communicated to the Executive Officer and training files kept by the Training Unit, specifically for remedial training
- Continue training about the use of force policy and the appropriate use of the electronic control device or Taser as it is the tool used most often

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# POLICE DEPARTMENT MEMORANDUM



## ***"STRIVING FOR EFFICIENCY IN THE NEW NORM"***

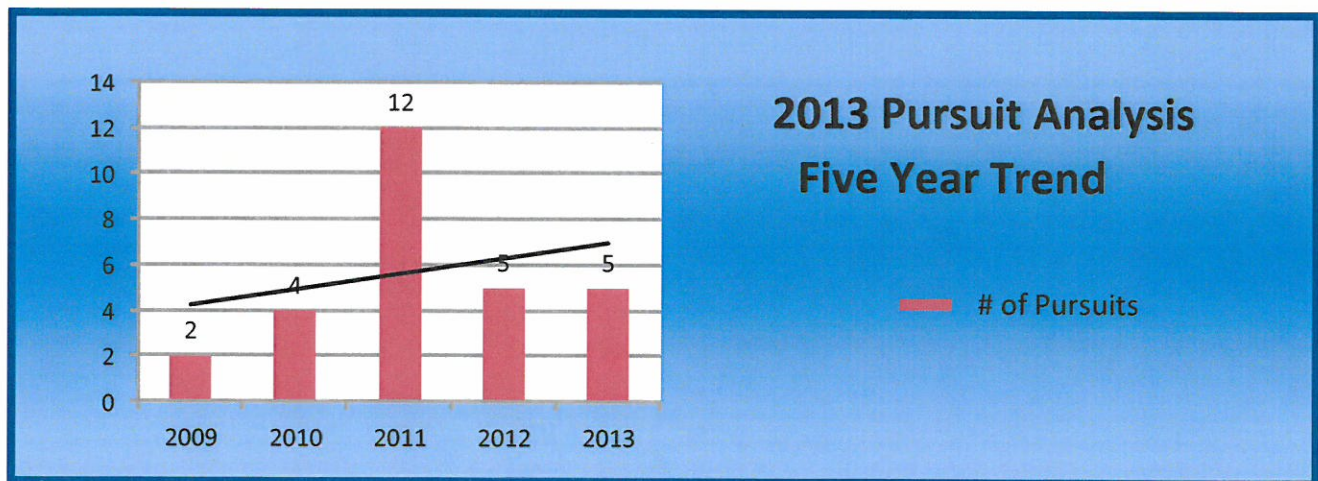
**TO:** Shaun LaDue, Chief of Police

**FROM:** Cam Coppess, Captain

**DATE:** April 22, 2014

**SUBJECT:** 2013 Pursuit Analysis

Within this memo is a summary and analysis of the vehicle pursuits experienced in 2013. The review and evaluation of pursuits is a valuable tool for managers to analyze trends, identify possible training deficiencies, and identify possible liability issues. The department experienced only five vehicle pursuits during 2013. This number falls within the statistical average for our department. Here is the information about who we pursued, why we pursued them and what outcomes we experienced:



## **SUMMARY**

### **2013**

- Initiation of the pursuits
  - All five (5) were initiated by WDM officers for various reasons
- Type of Incidents Initiated by a Call for Service
  - Report of a Crash from Clive Police Department
  - Shoplifting from store at Valley West Mall
  - Shoplifting from Wal-Mart on Mills Civic Parkway

- Type of Incidents Officer initiated
  - Officer observed traffic infraction on I-235
  - Officer observed traffic infractions and suspicious behavior on Army Post Road

## 2012

- Initiation of the pursuits
  - Of the five (5) pursuits, four (4) were initiated by WDM officers for various reasons. Four (4) resulted from a call for service and one (1) was officer initiated
- Type of Incidents Initiated by a Call for Service
  - An occupied stolen car was located by a DMPD detective in WDM. The detective followed requesting a marked car for assistance. The stolen car and detective following were both into Clive by the time marked units found them. When the officers attempted to stop the stolen vehicle, a pursuit started
  - A reported theft of gas. The suspect car was located and when the officer attempted to stop it, a pursuit ensued
  - The victim of a stolen truck was tracking it on GPS and called Westcom to report the vehicle location leading to a chase
  - A victim of a hit and run called in the incident and when officers located the suspect vehicle, it was determined to be stolen and it took off
- Type of Incidents Officer initiated
  - A suicidal subject intentionally baited an officer to chase him

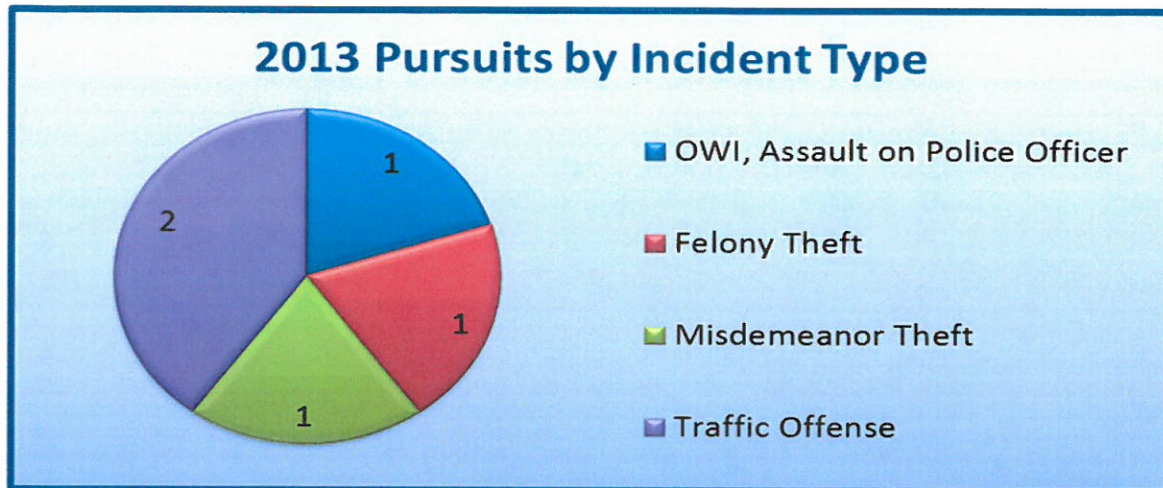
## 2011

- Initiation of the pursuits
  - Of the twelve (12) chases, four (4) were initiated by WDM officers for various reasons
    - Two (2) were speeding, one (1) was driving recklessly, and one (1) had an equipment violation
  - Four (4) were started by other agencies and came into WDM
    - Two (2) were started by DMPD, one by PCSO and one by Clive
  - Four (4) resulted from some type of Call for Service (CFS)
    - Two (2) shoplifting incidents, one sexual assault, and one drag racing

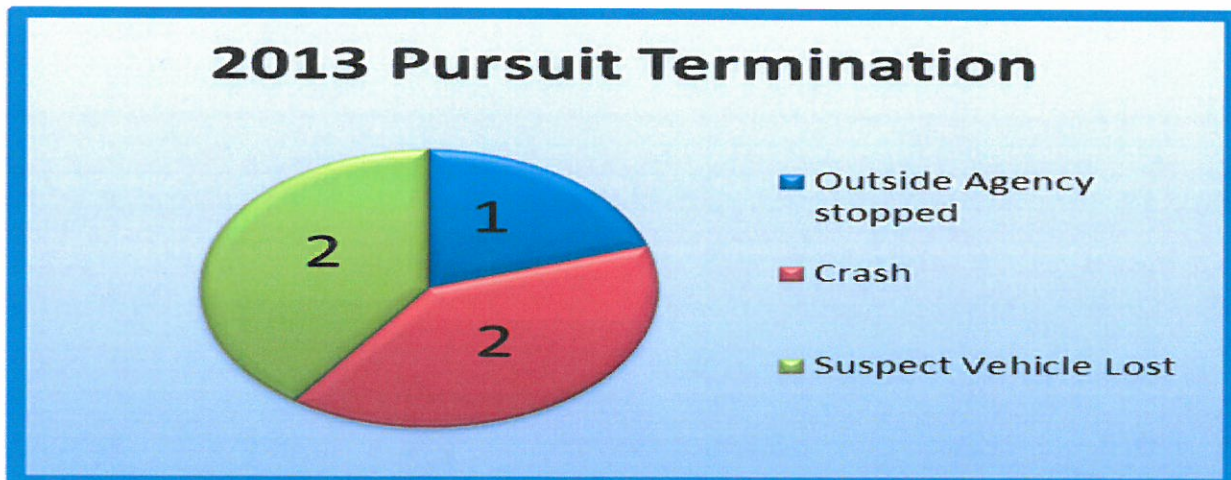
PURSUIITS	2011	2012	2013
Total Pursuits	12	5	5
Terminated by agency	4	2	4
Policy Compliant	12	5	5
Policy Non-compliant	0	0	0
Accidents	4	0	2
Injuries: Officer	0	0	0
: Suspects	0	0	1
: Third Party	0	0	0
Reason Initiated:	4*	0	0
Traffic offense	4	1	3
Felony	1	2	1
Misdemeanor	3	2	1

\*Started by other agencies and entered into the City of West Des Moines, unknown what crime initiated the pursuit.





- Type of Incidents Initiated by a Call for Service
  - Report of a Crash from Clive Police Department, resulted in charges of Operating While Intoxicated, OWI, and assault on police officer
  - Shoplifting from store at Valley West Mall, resulted in charges of felony theft
  - Shoplifting from Wal-Mart on Mills Civic Parkway, resulted in charges of misdemeanor theft
- Type of Incidents Officer initiated
  - Officer observed traffic infraction on I-235
  - Officer observed traffic infractions and suspicious behavior on Army Post Road



Pursuits may be terminated in a number of ways and guidance for when it is an appropriate choice is given within the department's pursuit matrix, (see below), examples of terminating a pursuit are; the pursuing officer may determine that the risk to pursue is too high, or the on duty supervisor may call off the pursuit based on his/her evaluation of the circumstances, a pursuit intervention technique may be used, or the vehicle being chased may crash, or the officer may simply lose sight of the vehicle being pursued. During 2013 the five pursuits were terminated in the following manner:



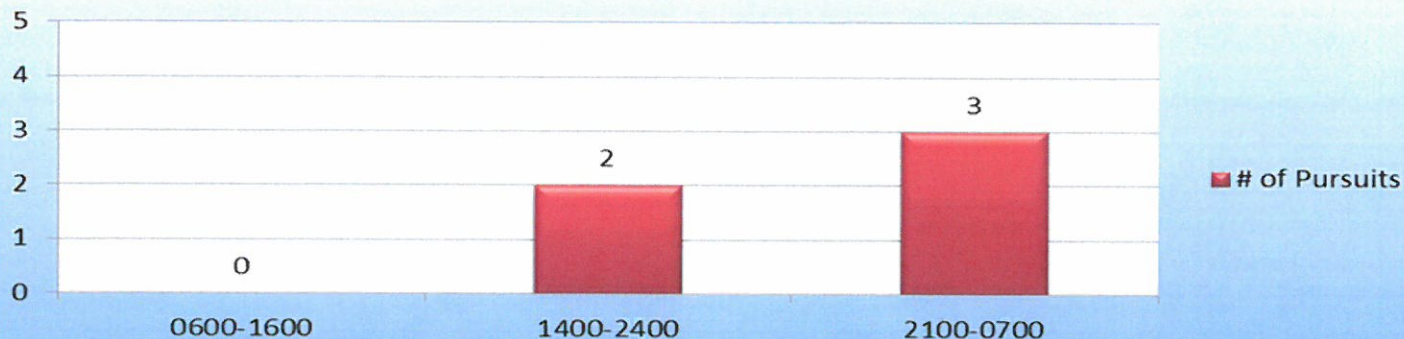
- Two pursuits were terminated when the suspect vehicles crashed. No one was injured as a result of the crash.
- One vehicle was stopped by two units from neighboring jurisdictions after the pursuing West Des Moines unit attempted a pursuit intervention technique and was disabled after the attempt.
- Two pursuits were terminated when the pursuing officer could no longer see the vehicle he had been attempting to stop. It was after one of these two pursuits that the suspect vehicle was discovered to have been driven into a local sand quarry and the driver had drowned.

## PURSUIT DECISION MATRIX

REASON FOR PURSUIT	LOW RISK	MODERATE RISK	HIGH RISK
Violent Felony -  Imminent Threat	May Pursue  Continue to Assess Risks	May Pursue  Continue to Assess Risks	May Pursue. Discontinue if Risks Exceed Known Threat to Public Safety if Capture is Delayed
Felony -  Violent Crimes	May Pursue  Continue to Assess Risks	May Pursue  Continue to Assess Risks	May Pursue. Discontinue if Risks Exceed Known Threat to Public Safety if Capture is Delayed
Felony -  Property Crimes	May Pursue  Continue to Assess Risks	May Pursue  Continue to Assess Risks	Discontinue or Do Not Pursue
Misdemeanors, and Traffic Violations that are Safety Related.	May Pursue  Continue to Assess Risks	Discontinue or Do Not Pursue	Discontinue or Do Not Pursue
Minor Infractions That Are Not Safety Related	Do Not Pursue	Do Not Pursue	Do Not Pursue

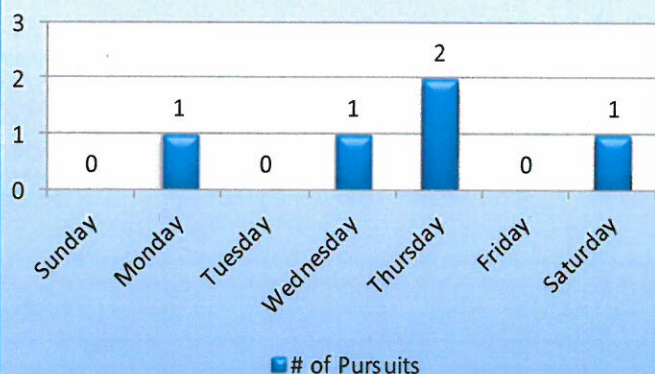


## 2013 Pursuits by Patrol Shift

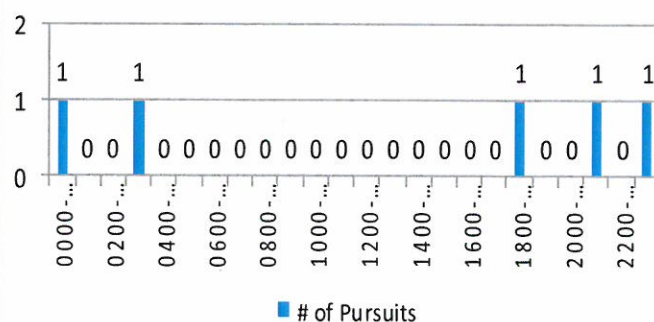


- There were a total of six officers involved in the five pursuits. No officer was involved in more than one pursuit

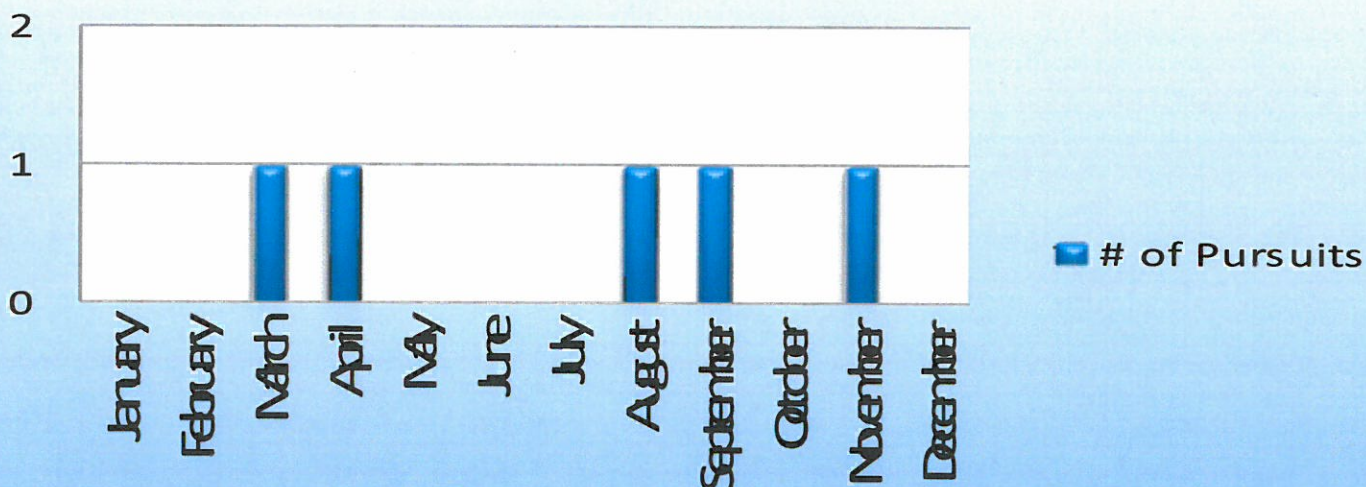
## 2013 Pursuits by Day of the Week



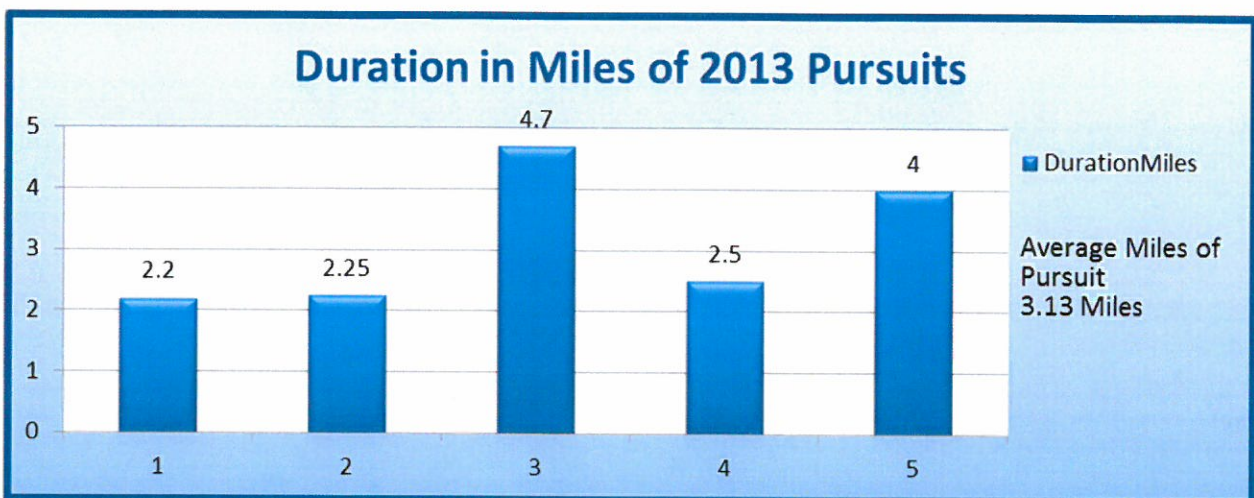
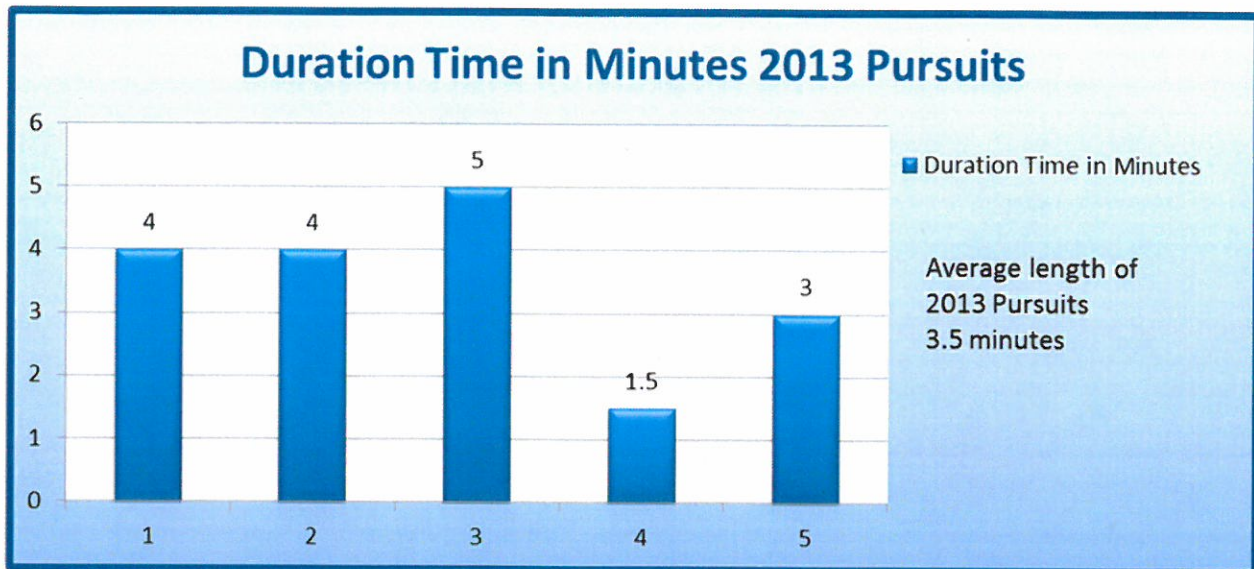
## 2013 Pursuits by Time of Day



## # of Pursuits







## Analysis

After conducting the annual analysis of the pursuit reports and the reporting procedures on the pursuits which occurred during 2013 the following trends were observed:

- There were no patterns or trends which suggested that specific officers were using pursuits as an inappropriate tactic or that any particular patrol watch had a high incident of vehicle pursuits.
- Policy violations – none
- Policy review was conducted on the department's pursuit policy to include the Inter-Jurisdictional Pursuit Policy, recommendations were made to include the Training Unit into the review process for 2014
  - Current policy does not require supervisors to verbally acknowledge on the radio system that they are aware of the pursuit
  - The review of the Inter-Jurisdictional Pursuit Agreement has created changes that need to be implemented such as the use of an interoperable channel and how to get officers involved in the pursuit to this channel

- Officers have completed four (4) hours of precision driving and Pursuit Intervention Technique, (PIT), training in 2011 and 2012. In 2013 they completed two (2) hours of precision driving.

### **Recommendations**

- Work with Westcom, the contracted dispatch center, to establish a communication protocol for Inter-Jurisdictional pursuits that will keep West Des Moines Officers in communication with other agencies during a pursuit
- Re-write current policy to include the requirement that supervisors verbally acknowledge on the radio system that they are aware of a pursuit
- Publish the draft Inter-Jurisdictional Pursuit policy and have first-line supervisors provide instruction during the roll-call time
- As of July 2013, the department uses Ford Police Interceptor sedans and Ford Police Utility vehicles, precision driving training with the Utility vehicles has been conducted
- Research should be conducted to determine if use of the PIT maneuver with the Ford Police Utility vehicle is an acceptable practice and what, if any, additional training may be needed for the vehicle operator to apply the technique

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# POLICE DEPARTMENT MEMORANDUM



## ***“STRIVING FOR EFFICIENCY IN THE NEW NORM”***

**TO:** Shaun LaDue, Chief of Police

**FROM:** Cam Coppess, Captain

**DATE:** May 13, 2014

**SUBJECT:** 2013 Annual Administrative Review of Biased Based Profiling – Public

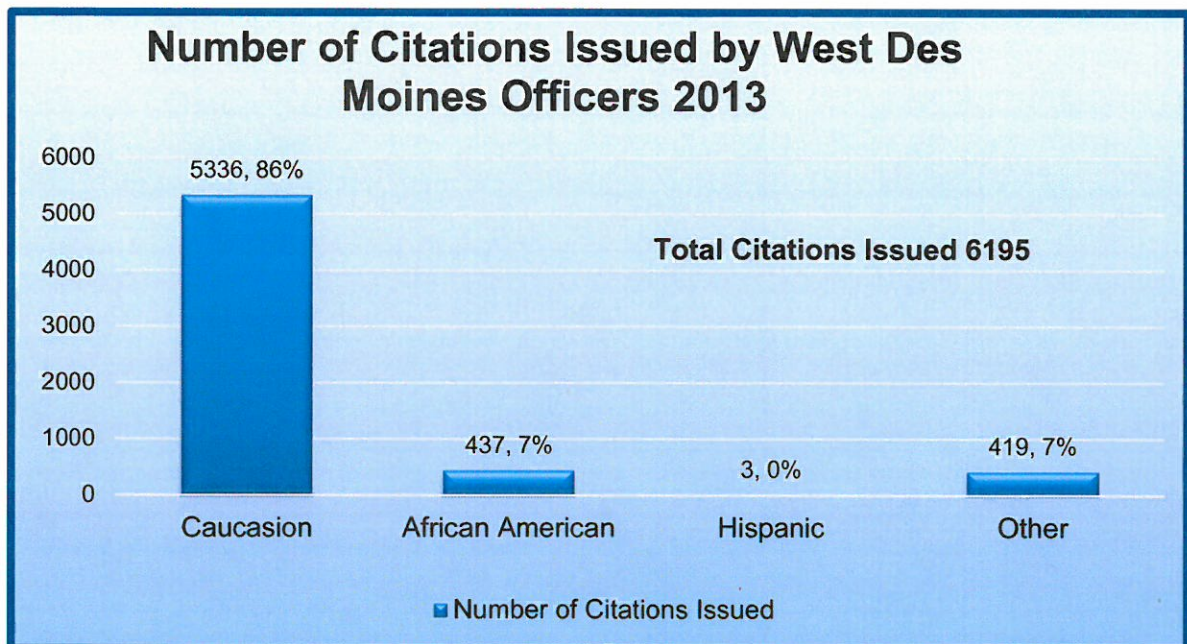
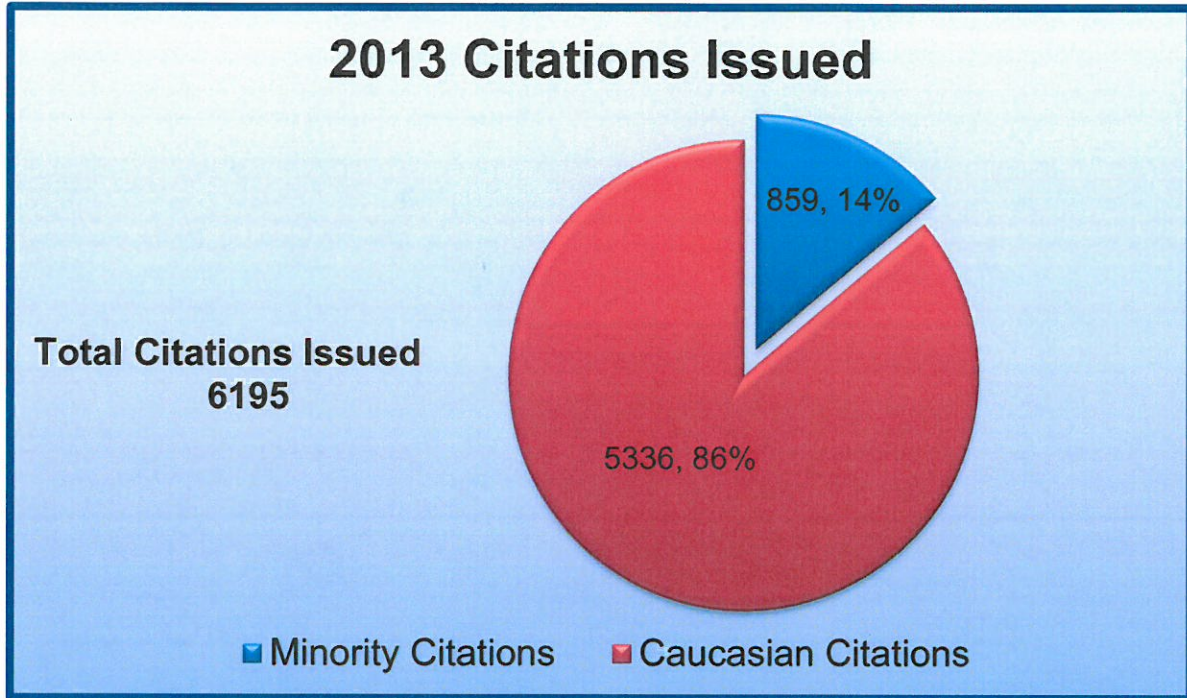
Annually the West Des Moines Police Department reviews the results of the year's issued citations and activity regarding asset seizures and forfeitures. The citation activity is broken down into a bi-annual review which corresponds with the department's bi-annual patrol shift change. There are many different ways to conduct a “random sampling” of the department's contact information for use as one indicator of biased base policing activity. Based on recommendations in the publication, *Racially Biased Policing, a Principled Response*, (2001), published by the Police Executive Research Forum, (PERF), we choose to get our sampling from the data set which already provides a tool for collecting demographic information, a citation. As we progress in our learning about biased based policing we may choose to expand our sampling and methodology.

### Racial Based Review

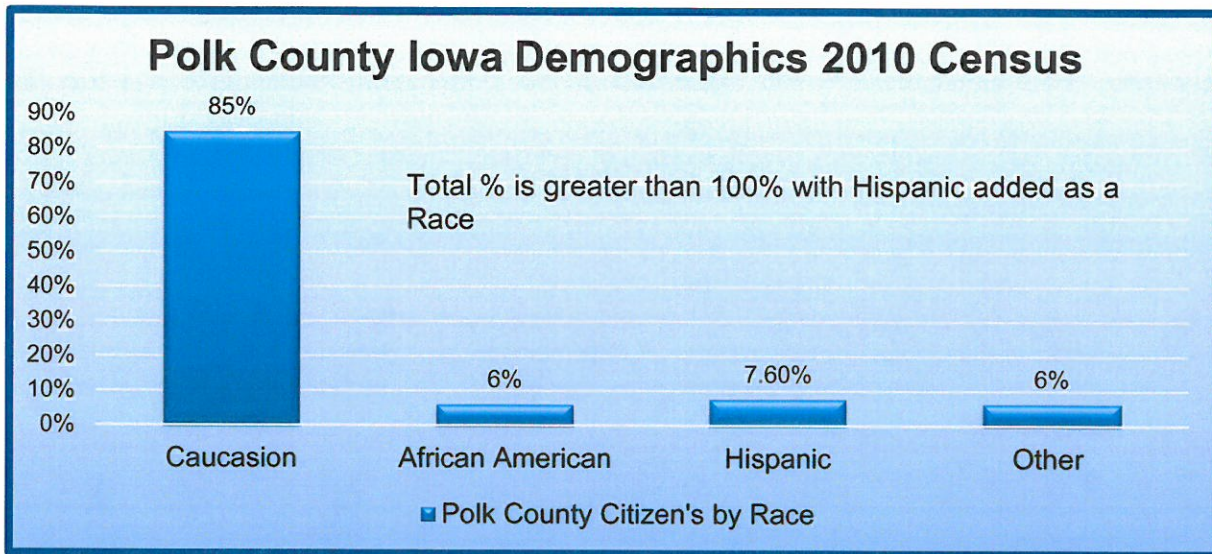
During 2013, there were no racially based complaints submitted regarding officer behavior, arrests, traffic stops or the department's asset seizures and forfeitures.

A review was also conducted of the property forfeiture activity and tickets that were written in 2013 looking for any biased based tendencies or trends.

In 2013, there were a total of 6,195 citations written during the year and 45 forfeitures. Of these numbers, 859 or 14% of the citations were written to members of minority populations (including Hispanics) or the officer indicated that he was unsure of an individual's race. 2010 census results show the demographics for Polk County to be 84.7 % Caucasian, 6% African American, 7.6% Hispanic, and 6.3% of the population being of two or more races or other races. The West Des Moines Police Department citation demographics for citations issued is; 86% Caucasian, 7% African American and 7% two or more or other races, to include Hispanic.







To review the racial and gender make-up of citations written, the department runs a comparative analysis for each shift due to the differing demographics experienced throughout the day. A statistical mean is set for each shift and then an allowable “normal” range is identified allowing 20% above and 20% below the mean with the expectation that 95% of the officers on that shift will fall within that range. Attached at the end of this report are data tables and graphs that show the results for citations issued by race per shift.

Three (3) officers were found to be outside of the normal range. Two (2) of the officers [REDACTED] wrote three (3) or less tickets during the six (6) month period in which they had a standardized score out of the normal range. Because of such low productivity their standardized scores were deemed to be statistically insignificant. The third officer [REDACTED] wrote only twelve (12) citations during the six (6) month period with five (5) of them written to a person(s) who was identified as a race that was defined as a minority. Again, because of the low productivity the standardized score was skewed rather than an indicator of racial profiling.

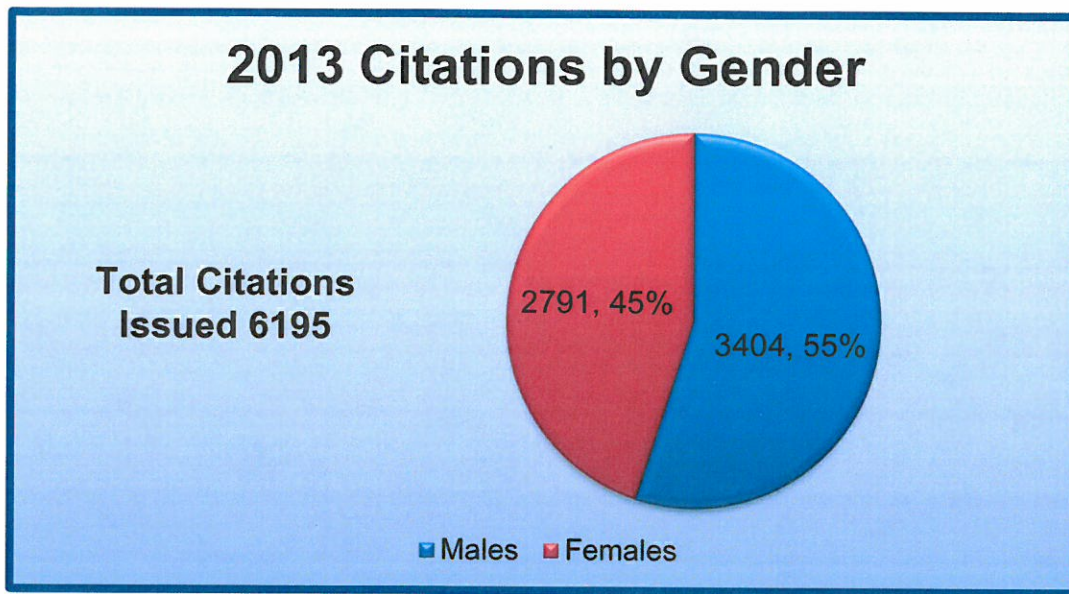
There were no officers that had a standardized score which was outside of the normal range during both of the six (6) month evaluation periods. Officer [REDACTED] standardized score fell into the normal range during the second six (6) month evaluation period when he increased his productivity.

#### Gender Based Citation Review

The department did not receive any complaints or inquiries about any officer being prone to writing too many tickets to females nor any complaints about an officer having a tendency not to write females a citation.

Of the 6,195 citations written during the year, 2,791 or 45% were written to females. Using this percentage as the department’s average, we then allowed the standard deviation of plus or minus 20% as the acceptable range as anywhere between 25% and 65% of the tickets written to females by an officer. The review was of forty-six (46) officers that wrote one (1) or more citations during the year.





Four (4) officers had a standardized score that was at or exceeded the standard deviation for the department. All four (4) officers who were at or below the department average wrote fifty-six (56) or less tickets during the entire year;

- Officer [REDACTED] wrote eight (8) citations with two (2) of them to females, (25%)
- Sergeant [REDACTED] wrote eleven (11) citations one (1) of them to a female, (9%)
- Officer [REDACTED] wrote a total of forty-two (42) citations with nine (9) of them to females, (21%)
- Officer [REDACTED] wrote fifty-six (56) citations with fourteen (14) to females, (25%)

#### Three (3) year trend

As we review the past three (3) years of information we look to see if there may be any ongoing issues or officers who may show a pattern of behavior that may indicate a bias. Based on the past three (3) year reviews, 2011, 2012 and 2013 we see the following trends;

- Officer [REDACTED] standardized score is consistently below the department standard deviation for all three (3) years as it relates to citations written to males versus females. In all three (3) years Officer [REDACTED] has very low numbers of citations issued and so the calculation on these numbers is misleading to determining biased behavior
  - 2012, three (3) citations issued, zero (0) to females
  - 2011, eleven (11) citations issued, two (2) going to females
- Officer [REDACTED] similarly has a low number of tickets issued during 2012 and 2013 causing his standardized score to be skewed because of lack of sufficient data
  - 2012, twenty-four (24) citations during the year with only four (4) to females

Based on the indicators from our random sampling, we would suggest that none of the officers are performing their duties in a biased base manner. It may be helpful for all staff to be reminded about the principles of biased base policing and stress the importance of how low



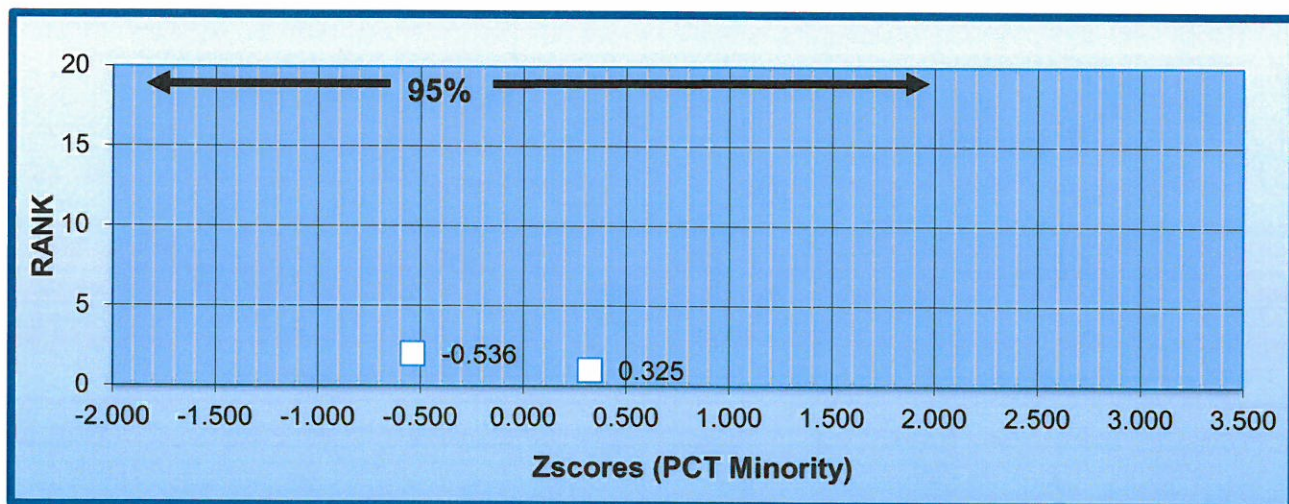
production numbers may cause the overall picture to be misinterpreted based purely on the statistical outcome.

#### Property Asset Seizures and Forfeitures

No property seizures or forfeitures occurred at the West Des Moines Police Department during 2013. All seizure and forfeiture activity relevant to West Des Moines Police Officers was conducted at the Mid-Iowa Narcotics Enforcement Task Force, (MINE Unit), where two (2) West Des Moines officers are assigned. Between the two (2) officers forty-five (45) property seizures and forfeitures were conducted in 2013. Using the same philosophy applied to citations a statistical mean is set for the two (2) officers and then an allowable “normal” range is identified allowing 20% above and 20% below the mean with the expectation that 95% of the officers involved in the forfeiture activity will fall within that range. Both officers standardized score fall within the acceptable range.

### Biased Based Profiling Analysis Forfeitures 2013

Ranking	Total Forfeitures	Total Minority Forfeitures	Percentage of Forfeitures of Minority Property	Percentage of Minority Forfeitures to Total Forfeiture Activity	Standardized Score	Ranking
1	28	9	32.14%	28.89%	0.325	1
2	17	4	23.53%	28.89%	-0.536	2



Property was seized and forfeited from thirty-seven (37) males and eight (8) females creating a mean of 18%.

- Officer [REDACTED] was responsible for seizures from twenty-one (21) males and seven (7) females, (25%), the demographics of these subjects were:
  - Nineteen (19) Caucasian
  - Four (4) Hispanic
  - One (1) Asian
- Officer [REDACTED] was responsible for seizures from sixteen (16) males and one (1) female, (6%), the demographics of these subjects were:
  - Thirteen (13) Caucasian
  - Three (3) African American
  - One (1) Asian

#### Observations and Recommendations

Based on this review, no employees appear to be using their police discretion to inappropriately profile anyone based on race or gender. Organizationally there are no employees that meet the requirements to be placed on a review list. After conducting the annual review some observations were made during the process and these recommendations were formed:

- Prior to next year's annual review the police department should evaluate its choice of data to be reviewed with a goal to broaden the data set beyond citations to include arrest data and field contacts and possibly others
- Department wide training should be completed to help staff understand the importance of reporting as well as the significance of low production and how it effects the appearance of a bias in their enforcement activity

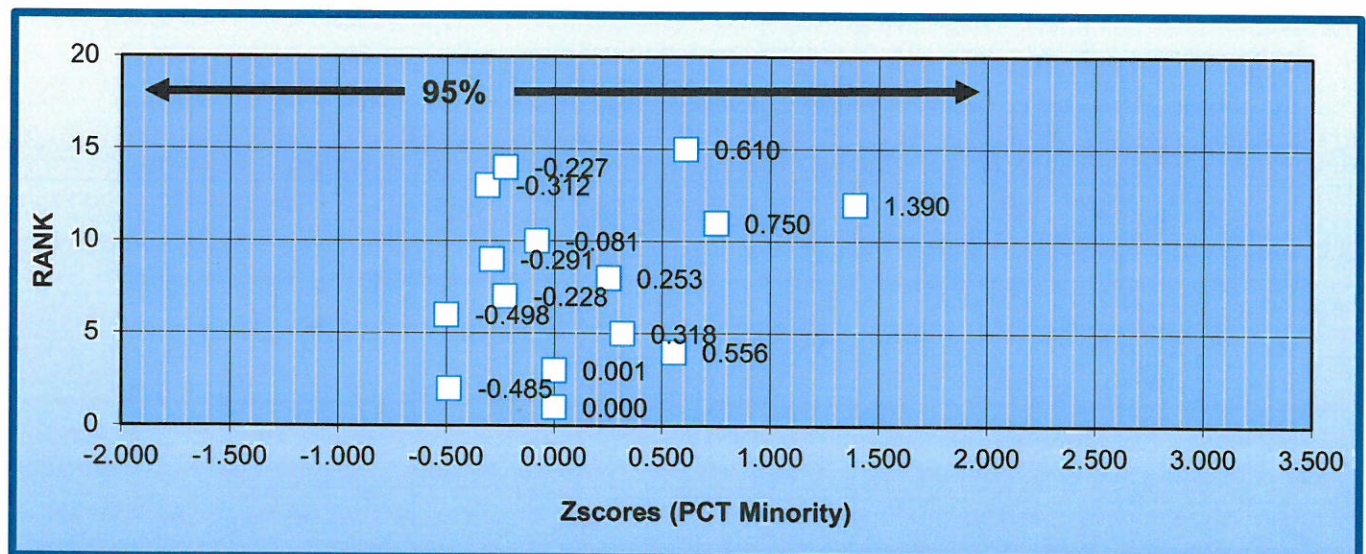


# Biased Based Profiling Analysis

## 1st Watch

### January - June 2013

Ranking	Total Number of Citations Written	Total Number of Minority Citations Issued	Percentage of Citations Issued to Minority	Average Percentage of Minority Citations Issued by Watch	Standardized Score of Officers Citation Activity	Ranking
1	0	0	0%	11.10%	0	1
2	16	1	6.25%	11.10%	-0.485	2
3	9	1	11.11%	11.10%	0.001	3
4	6	1	16.67%	11.10%	0.556	4
5	14	2	14.29%	11.10%	0.318	5
6	49	3	6.12%	11.10%	-0.498	6
7	34	3	8.82%	11.10%	-0.228	7
8	22	3	13.64%	11.10%	0.253	8
9	61	5	8.20%	11.10%	-0.291	9
10	68	7	10.29%	11.10%	-0.081	10
11	43	8	18.60%	11.10%	0.750	11
12	36	9	25.00%	11.10%	1.390	12
13	313	25	7.99%	11.10%	-0.312	13
14	385	34	8.83%	11.10%	-0.227	14
15	250	43	17.20%	11.10%	0.610	15



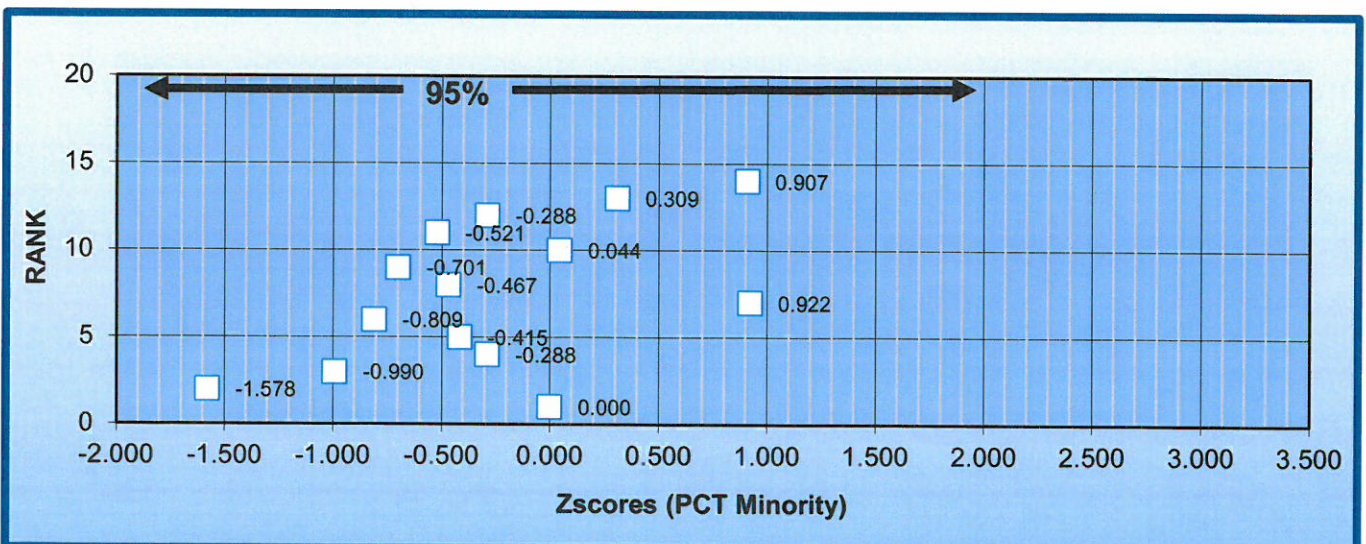


# Biased Based Profiling Analysis

## 1st Watch

### July-December 2013

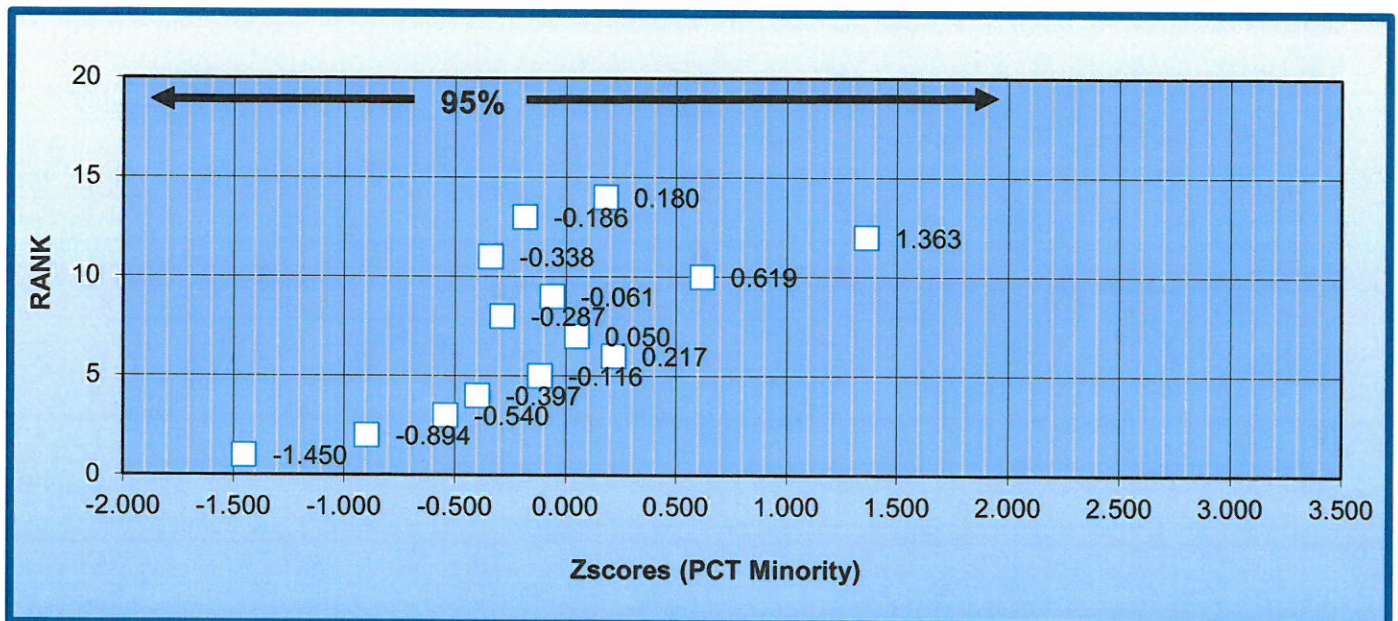
Ranking	Total Number of Citations Written	Total Number of Minority Citations Issued	Percentage of Citations Issued to Minority	Average Percentage of Minority Citations Issued by Watch	Standardized Score of Officers Citation Activity	Ranking
1	0	0	0%	15.78%	0	1
2	33	0	0.00%	15.78%	-1.578	2
3	17	1	5.88%	15.78%	-0.990	3
4	31	4	12.90%	15.78%	-0.288	4
5	43	5	11.63%	15.78%	-0.415	5
6	78	6	7.69%	15.78%	-0.809	6
7	24	6	25.00%	15.78%	0.922	7
8	72	8	11.11%	15.78%	-0.467	8
9	114	10	8.77%	15.78%	-0.701	9
10	74	12	16.22%	15.78%	0.044	10
11	123	13	10.57%	15.78%	-0.521	11
12	124	16	12.90%	15.78%	-0.288	12
13	106	20	18.87%	15.78%	0.309	13
14	346	86	24.86%	15.78%	0.907	14





## Biased Based Profiling Analysis 2nd Watch January - June 2013

Ranking	Total Number of Citations Written	Total Number of Minority Citations Issued	Percentage of Citations Issued to Minority	Average Percentage of Minority Citations Issued by Watch	Standardized Score of Officers Citation Activity	Ranking
1	5	0	0.00%	14.50%	-1.450	1
2	18	1	5.56%	14.50%	-0.894	2
3	11	1	9.09%	14.50%	-0.540	3
4	19	2	10.53%	14.50%	-0.397	4
5	15	2	13.33%	14.50%	-0.116	5
6	12	2	16.67%	14.50%	0.217	6
7	20	3	15.00%	14.50%	0.050	7
8	43	5	11.63%	14.50%	-0.287	8
9	36	5	13.89%	14.50%	-0.061	9
10	29	6	20.69%	14.50%	0.619	10
11	81	9	11.11%	14.50%	-0.338	11
12	32	9	28.13%	14.50%	1.363	12
13	269	34	12.64%	14.50%	-0.186	13
14	362	59	16.30%	14.50%	0.180	14

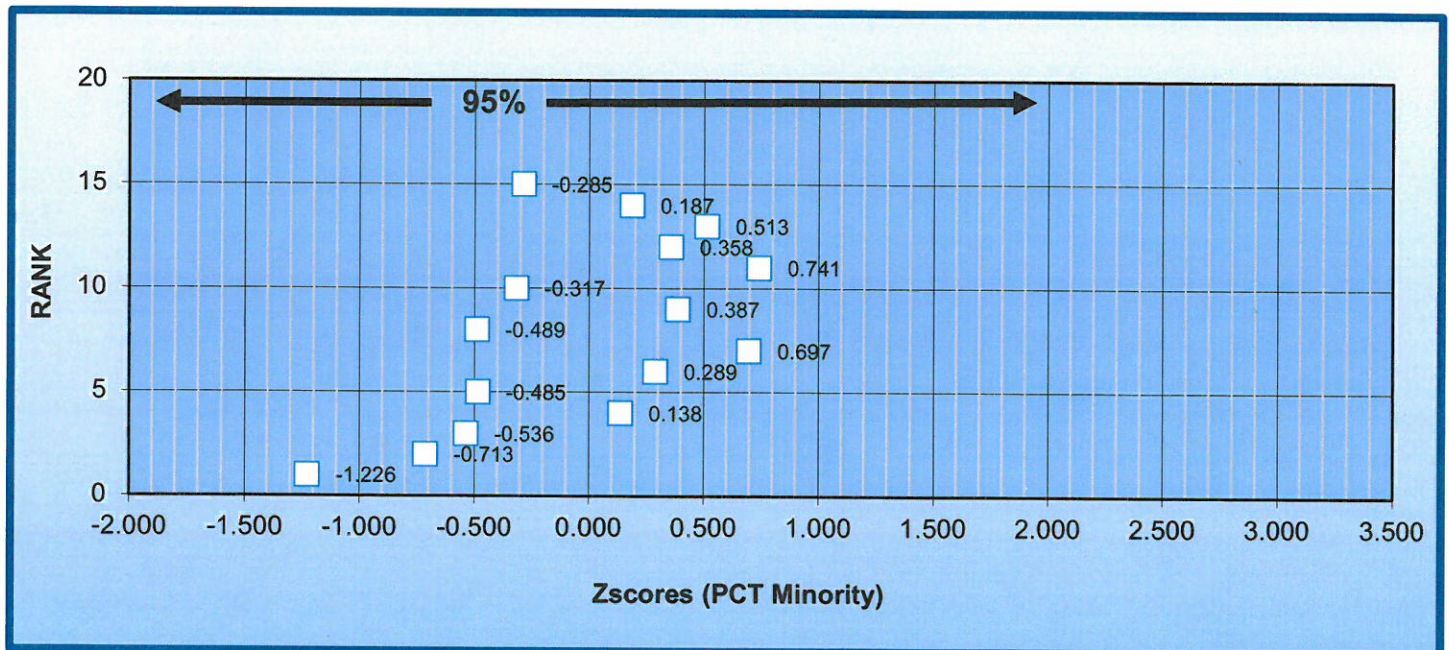




# Biased Based Profiling Analysis 2nd Watch July - December 2013

Ranking	Total Number of Citations Written	Total Number of Minority Citations Issued	Percentage of Citations Issued to Minority	Average Percentage of Minority Citations Issued by Watch	Standardized Score of Officers Citation Activity	Ranking
1	7	0	0.00%	12.26%	-1.226	1
2	39	2	5.13%	12.26%	-0.713	2
3	29	2	6.90%	12.26%	-0.536	3
4	22	3	13.64%	12.26%	0.138	4
5	54	4	7.41%	12.26%	-0.485	5
6	33	5	15.15%	12.26%	0.289	6
7	26	5	19.23%	12.26%	0.697	7
8	95	7	7.37%	12.26%	-0.489	8
9	62	10	16.13%	12.26%	0.387	9
10	132	12	9.09%	12.26%	-0.317	10
11	61	12	19.67%	12.26%	0.741	11
12	120	19	15.83%	12.26%	0.358	12
13	138	24	17.39%	12.26%	0.513	13
14	184	26	14.13%	12.26%	0.187	14
15	287	27	9.41%	12.26%	-0.285	15

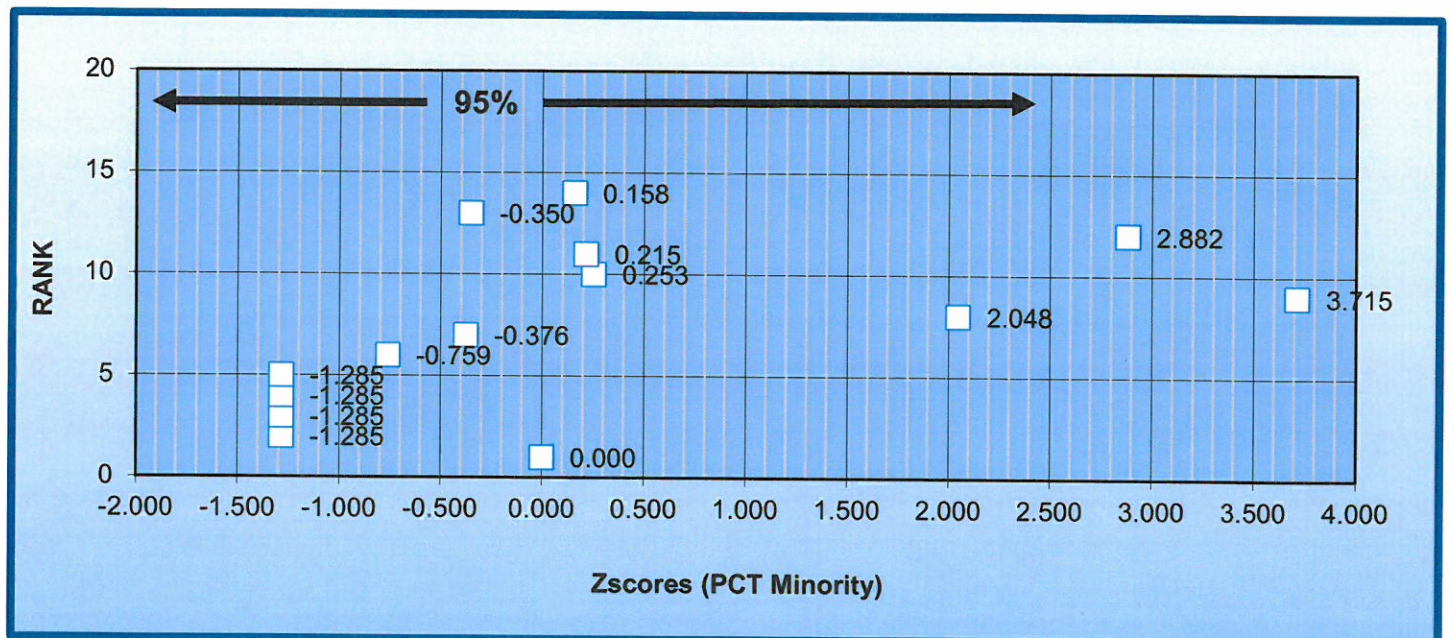
## Biased Based Profiling Analysis





### 3rd Watch January - June 2013

Ranking	Total Number of Citations Written	Total Number of Minority Citations Issued	Percentage of Citations Issued to Minority	Average Percentage of Minority Citations Issued by Watch	Standardized Score of Officers Citation Activity	Ranking
1	0	0	0	12.85%	0	1
2	4	0	0.00%	12.85%	-1.285	2
3	1	0	0.00%	12.85%	-1.285	3
4	7	0	0.00%	12.85%	-1.285	4
5	3	0	0.00%	12.85%	-1.285	5
6	19	1	5.26%	12.85%	-0.759	6
7	11	1	9.09%	12.85%	-0.376	7
8	3	1	33.33%	12.85%	2.048	8
9	2	1	50.00%	12.85%	3.715	9
10	13	2	15.38%	12.85%	0.253	10
11	20	3	15.00%	12.85%	0.215	11
12	12	5	41.67%	12.85%	2.882	12
13	139	13	9.35%	12.85%	-0.350	13
14	194	28	14.43%	12.85%	0.158	14



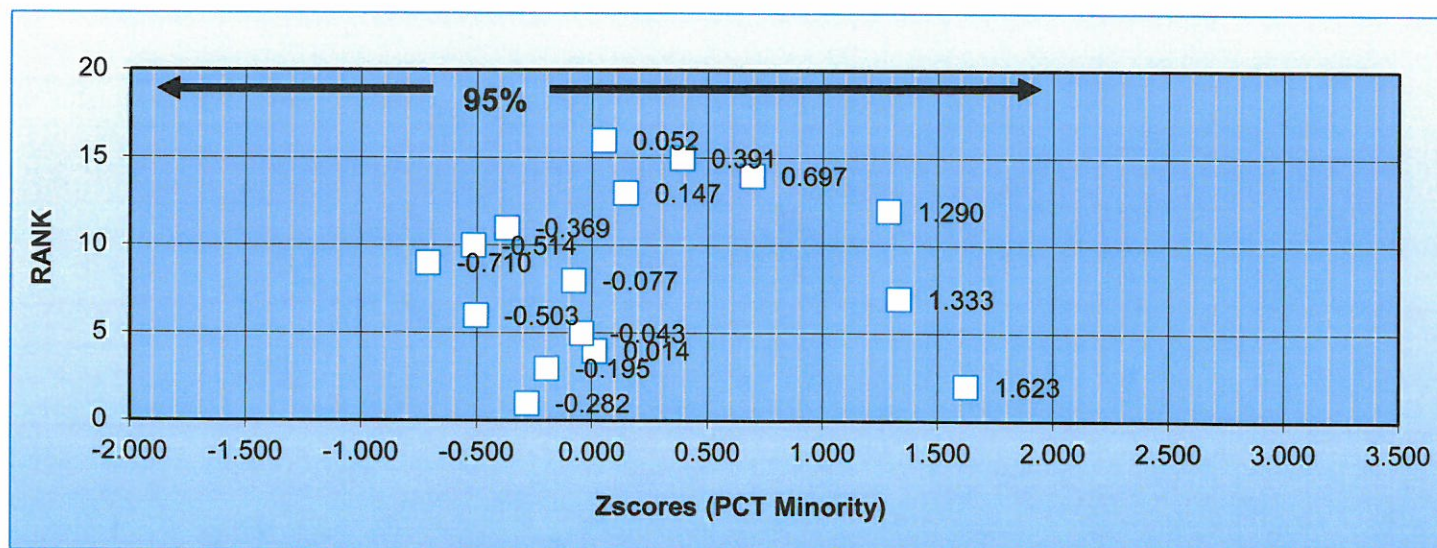


# Biased Based Profiling Analysis

## 3rd Watch

### July - December 2013

Ranking	Total Number of Citations Written	Total Number of Minority Citations Issued	Percentage of Citations Issued to Minority	Average Percentage of Minority Citations Issued by Watch	Standardized Score of Officers Citation Activity	Ranking
1	7	1	14.29%	17.10%	-0.282	1
2	6	2	33.33%	17.10%	1.623	2
3	33	5	15.15%	17.10%	-0.195	3
4	29	5	17.24%	17.10%	0.014	4
5	36	6	16.67%	17.10%	-0.043	5
6	58	7	12.07%	17.10%	-0.503	6
7	23	7	30.43%	17.10%	1.333	7
8	49	8	16.33%	17.10%	-0.077	8
9	110	11	10.00%	17.10%	-0.710	9
10	92	11	11.96%	17.10%	-0.514	10
11	82	11	13.41%	17.10%	-0.369	11
12	40	12	30.00%	17.10%	1.290	12
13	70	13	18.57%	17.10%	0.147	13
14	54	13	24.07%	17.10%	0.697	14
15	119	25	21.01%	17.10%	0.391	15
16	227	40	17.62%	17.10%	0.052	16





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# POLICE DEPARTMENT MEMORANDUM



## *"STRIVING FOR EFFICIENCY IN THE NEW NORM"*

**TO:** Shaun LaDue, Chief of Police

**FROM:** Cam Coppess, Captain

**DATE:** April 28, 2014

**SUBJECT:** 2013 Complaint, Lawsuits, and Accolades Report – Public

During 2013, the department conducted thirteen (13) investigations relating to either external complaints against employees or alleged misbehavior reported to or observed by another member of the department. Two (2) complaints were of a level to be assigned as an Internal Affairs investigation and nine (9) were assigned as line investigations. There were multiple allegations made in some of the complaints received causing a total of thirteen (13) dispositions. The dispositions are shown in the table and graph below.

Final Determination*	Line Investigation	Internal Investigation	Percent of Total
Exonerated	4	0	31%
Unfounded	3	0	23%
Unsubstantiated	0	0	0%
Sustained	2	2	31%
Policy Failure	1	0	8%
Withdrawn	1	0	8%
Totals	11	2	100%

\*exonerated, meaning the officer acted properly

unfounded, where the incident in question did not occur as stated by the complainant

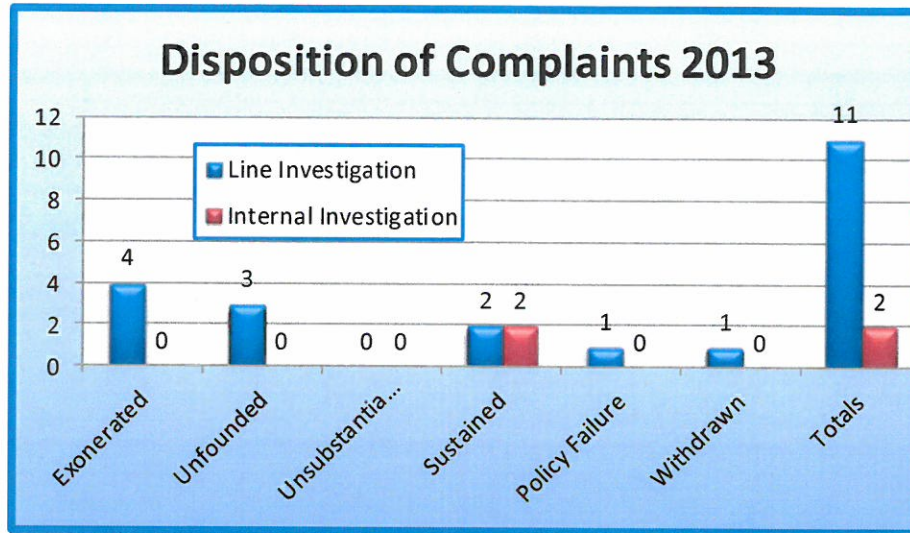
unsubstantiated, where the complaint can neither be proved nor disproved

sustained, where the act did occur as alleged by the complainant and the behavior was improper

policy failure, where officer acted within established policy, but policy needs to be changed

withdrawn, an investigation was begun but the person withdraws the complaint or fails to cooperate





#### **Sustained complaints / investigations**

- Internal Investigation- An employee came into possession of at least \$20 cash and five pre-drawing lottery tickets that did not belong to him. The tickets had been reported "lost" to a neighboring police agency. The employee attempted to capitalize on the tickets by having them scanned at a lottery vendor. When the employee was questioned about the incident his statements were inconsistent.
- Internal Investigation- After identifying himself as a police officer, an employee was heard making rude and unprofessional comments and bragging about his inappropriate behavior while performing his duty as an investigator.
- Line Investigation- A citizen complained that three (3) employees failed to provide appropriate service to him when he was attempting to retrieve his personal property from the police department. The investigation revealed that the service provided was not the level of service the police department would expect to provide but that it was no fault of the employees involved. The issue was identified as a policy failure and sustained.
- Line Investigation- An employee was rude when dealing with a vehicle owner while issuing a ticket for illegal parking.

#### **Unfounded complaints / investigations**

- Line Investigation- An allegation was made against two (2) officers that they were rude and unprofessional while dealing with a detainee. After several attempts to contact the subject and no response back from him, the complaint was deemed withdrawn
- Line Investigation- A citizen alleged that two (2) officers were unprofessional and bullied the citizen's step-son. The investigation revealed that there was no basis for the allegations and the complaints were deemed unfounded
- Line Investigation- An allegation was made against an officer that he was bias and corrupt while handling a crash investigation. The allegation was determined to be unfounded.

#### **Exonerated complaints / investigations**

- Line Investigation- An allegation was made against an officer of using excessive force while attempting to break up a fight. The officer struck a subject with a collapsible baton after the subject refused to release hold of a female who was involved in a physical

altercation. The force used was deemed necessary to protect the female subject and the officer was exonerated of the complaint

- Line Investigation- A complaint was filed about the way three (3) employees handled the serving of civil papers on a subject. The investigation revealed that the officers acted appropriately
- Line Investigation- A subject filed a complaint against an officer stating that the officer approached him in a "rude and angry manner, the traffic stop was not proper and the force used to arrest him was excessive". He also felt that it was a false arrest. Review of the in-car video system of the officer's vehicle showed that the officer's actions were well within policy and law and he was exonerated of the two (2) allegations
- Line Investigation- An allegation was made by a subject that an officer's actions were "harassment, racism and discrimination in a place of public accommodation". It was learned from the investigation that the "officer" the subject was approached by was a security officer hired by another city department to provide security in a beach area

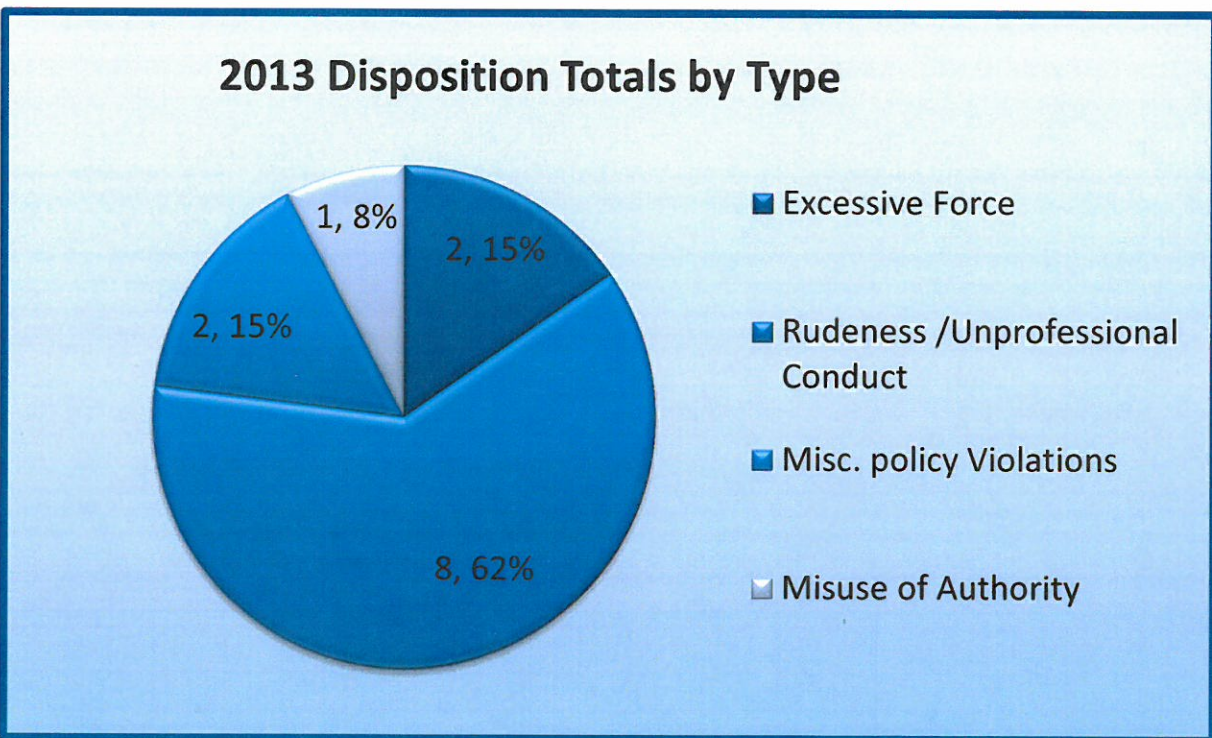
There were a total of fifteen (15) officers / employees named in these eleven (11) complaints. One (1) officer / employee had more than one (1) complaint this year. He was exonerated in both incidents. As shown in the above table, four (4) complaints were sustained and the remaining complaints were determined to either be exonerated or the department found that the incident did not occur as alleged.

#### **Demographics of Complainants and Associated Results**

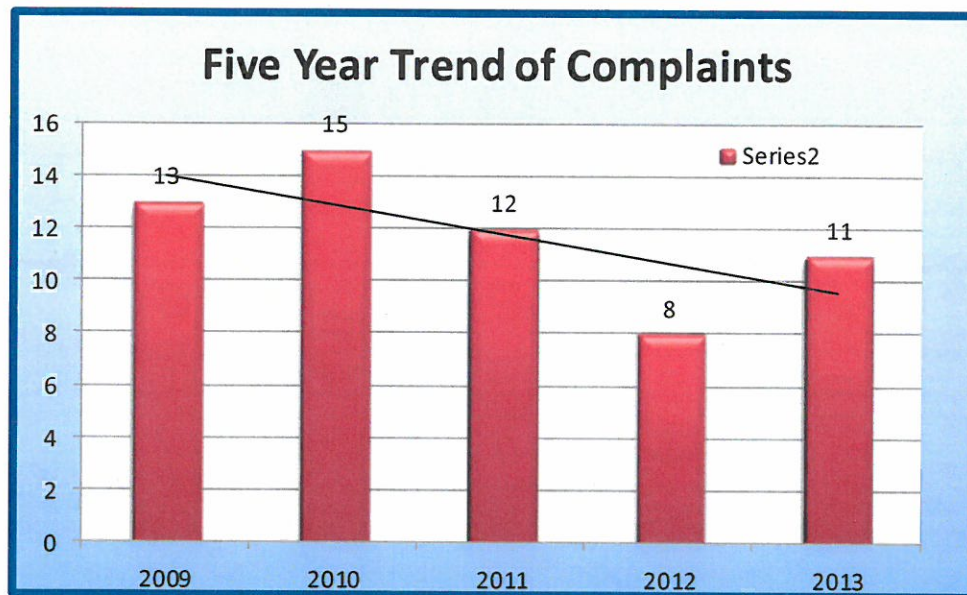
- Three (3) complainants were female.
  - Two (2) of the complaints were sustained and one (1) was unfounded against the named employee
- Eight (8) complainants were male.
  - Two (2) complaints were unfounded, two (2) were sustained and four (4) were determined to be exonerated



2013 Allegation / Investigation by Type and Disposition						
Allegation	Unfounded	Exonerated	Unsubstantiated	Sustained	Withdrawn	Totals
Excessive Force		2				2
Criminal Misconduct						0
Rudeness /Unprofessional Conduct	2	3		2	1	8
Misc. policy Violations				2		2
Racial Profiling						0
Lack of Professional Competence						0
Misuse of Authority	1					1
Other						
Totals	3	5	0	4	1	13



FIVE YEAR COMPLAINT HISTORY AND AVERAGE						
2009	2010	2011	2012	2013		5 year average
13	15	12	8	11		11.8



### Comparative analysis

The West Des Moines Police Department continues to receive a low number of complaints from the public while providing a high quality level of service. When comparing the number of complaints received during the past five (5) years it appears that we may receive more complaints in years when we are working diligently in a proactive manner. We note that the complaints have not become more serious over the past five (5) years and by addressing the public's concerns in an expedient and open manner we tend to gain support from both the employees and the public we serve.

We have also evaluated the process we use in addressing these complaints. Based on the evaluation we are committed to making improvements in the current process so that we can respond in a timely manner and use our best resources while investigating the allegations.

### Lawsuits and Civil Rights Complaints

In 2013, there were no lawsuits or Civil Rights complaints filed against the West Des Moines Police Department.



Police personnel received thirty-nine (39) city and work related awards and letters of appreciation from the Chief of Police during 2013. This number is down sixteen (16) from the number in 2012, which may be attributed to organizational changes that affect the way in which these items have been accounted for in the past. We have seen a decrease of On the Spot Awards, but have an increase in Chief's Letter of Appreciation and Life Saving Awards.

In the chart below we provide a review of the awards, commendations and letters of appreciation that our officers have received over the past nine years.

[illegible]



<b>Awards, Commendations and Letters</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Distinguished Service</b>	2	0	3	1	1	3	6	0	0
<b>Lifesaving Award</b>	1	0	1	0	2	1	1	0	4
<b>Medal of Valor</b>	0	0	0	0	0	0	0	0	0
<b>Other Awards</b>									
<b>Miscellaneous</b>	0	2	3	1	0	0	0	0	0
<b>IACP Webber Seavey Award</b>	0	1	0	0	0	0	0	0	0
<b>Optimist International Law Enforcement Award</b>	0	0	0	0	0	0	1	1	1
<b>Community Awards</b>	0	1	0	0	8	0	1	0	0
<b>Totals</b>	<b>168</b>	<b>135</b>	<b>190</b>	<b>181</b>	<b>140</b>	<b>93</b>	<b>100</b>	<b>55</b>	<b>39</b>

\* The On-the-Spot award allows any supervisor to immediately and without any further approval, award an employee either two hours of compensatory time off or \$20 cash for an exceptional act or service



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# POLICE DEPARTMENT MEMORANDUM



## ***"STRIVING FOR EFFICIENCY IN THE NEW NORM"***

**To:** Shaun LaDue, Chief of Police  
**From:** Cam Coppess, Captain  
**Date:** April 28, 2014  
**Subject:** 2013 Grievance Analysis

The West Des Moines Police Department enjoys a positive relationship between the members of management and the Teamster Local 238 Bargaining Unit. During the year of 2013, we experienced only one (1) grievance to resolve differences between how the two groups interpret the labor agreement.

The specific grievance was in regards to how funeral leave was to be interpreted and applied for the members of the Patrol Division under the proposed ten hour patrol schedule. This schedule was being piloted under a one (1) year letter of agreement between the bargaining unit members and the City of West Des Moines.

The affected Union member grieved the City's response to providing five (5), eight (8) hour working days for approved funeral leave when he was scheduled to work five (5), ten (10) hour days on the pilot patrol schedule.

The grievance followed the described process and ultimately went to arbitration. The arbitrator determined that the decision about how to apply leave, specifically the established five (5) working days off as funeral leave for a qualifying family member had not been established in the letter of agreement and ordered the City to credit back to the aggrieved sick leave account ten (10) hours used to cover his absence from work.





- During 2012, the police department had three (3) formal grievances filed
- The most noteworthy grievance during the year related to a decision by then Interim Police Chief Richards regarding the failure to select one of two voluntary candidates for the position of Valley High School Resource Officer whose three year job rotation term was set to expire July 1<sup>st</sup>, 2012. The position selection committee felt that neither candidate was a good match for the position and the decision was made to extend the expiring three year term of the incumbent School Resource Officer for one more year. Both candidates disagreed and filed a grievance through the union. This grievance went through all steps including arbitration. The arbitrator ultimately sided with the city / police department and the decision was upheld
- The other two grievances in 2012 were appeals of disciplinary action against employees. One employee was given two (2) days unpaid suspension for negligence in a vehicle crash and the other was a five (5) days unpaid suspension for repeatedly being late to work. Both of these disciplinary related grievances were dropped at an early stage in the process at the request of the respective employees. One was resolved by changing some wording in the original disciplinary memo
- The grievance in 2010 was related to an officer requesting to be paid overtime while riding (not driving) in a car with other officers going to and from voluntary out-of-town training. It was outside of city policy to pay overtime for this situation, so the pay request was denied. The grievance was then filed because the other officers in the car had put in for overtime as well and received the pay. Once it was learned that the others had been paid, the grievance was resolved at the first step and the officer was paid
- The grievance in 2009 was a dispute over whether the department should be responsible for re-payment an officer for a personal item stolen from the detective's city car. This grievance was mutually settled at Step 3 of the stated grievance process

### **Analysis**

Management at the West Des Moines Police Department understands that there will be differences of opinion about the interpretation of the contracted labor agreement and department policy and procedures. It is the attempt of management to create an environment where these differences can be discussed and resolved prior to going through the formal grievance process. The low number of grievances and the positive labor relations indicates that this type of environment has been effective for us.

After reviewing the grievances for the past five years no specific trends or patterns are noted.

It should be noted that as a result of the grievance about the process for choosing officers for specialty position the policy and process has been reviewed and changed. A new process has been established and has been used to select seven people to serve in specialty positions without any further issues.

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# POLICE DEPARTMENT MEMORANDUM



## ***"STRIVING FOR EFFICIENCY IN THE NEW NORM"***

**TO:** Shaun LaDue, Chief of Police

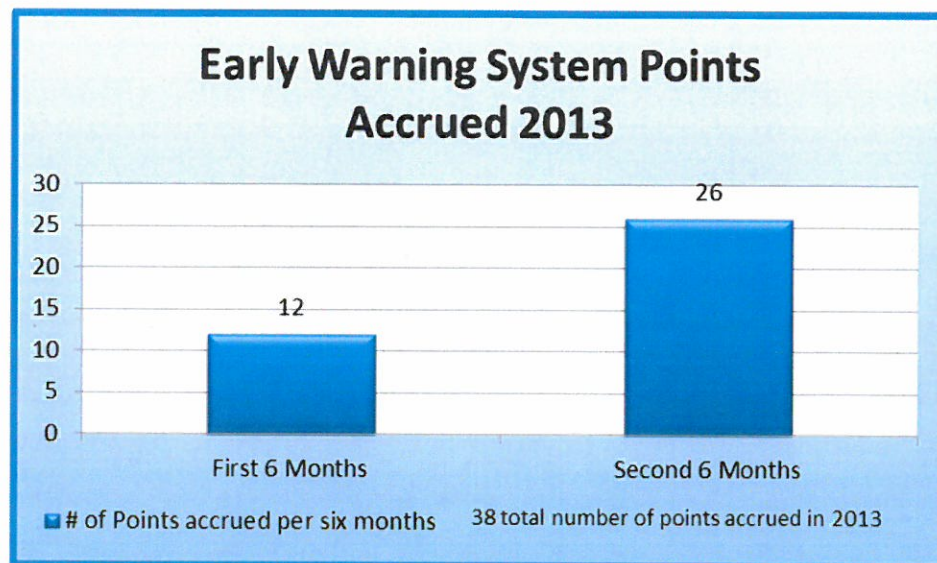
**FROM:** Cam Coppess, Captain

**DATE:** April 22, 2014

**SUBJECT:** Six Month Review of Early Warning System Points

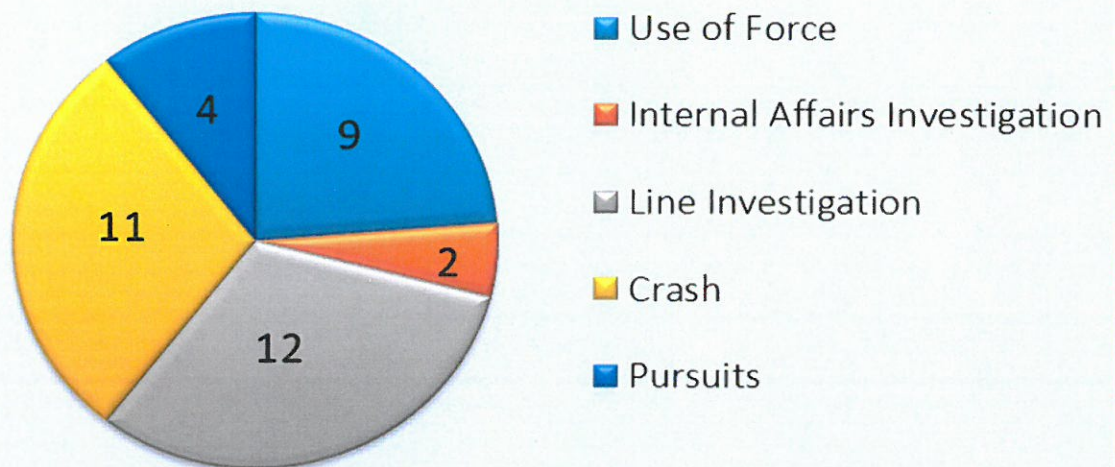
I have conducted a review of the Early Warning System information for 2013 to determine if any current patterns exist or to see if any employees conduct and behavior meet or exceed the threshold of five (5) points. The review has been broken down between the first six (6) months and the second six (6) months to coincide with the six (6) month shift change.

As you are aware, if an employee accrues five (5) or more points during the year an assessment will be done by you and the Captains to determine if the employee should remain on the "review" list or if their behavior should be addressed by a referral to their supervisor for further follow up.



- By policy, the early warning system does not activate until an employee has accumulated five (5) points during a calendar year
- No employees have accumulated five (5) points

## 2013 Early Warning System Tracking by Incident Type



Behaviors that are tracked are;

- Pursuits (self-initiated involvement by the employee)
- Crashes (negligent)
- Internal investigations (excludes unfounded and exonerated)
- Line investigations (excludes unfounded and exonerated)
- Use of force incidents

## Early Warning System Points Accrued per Year

